

number 5 1991  
drums  
an de Krol



EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

SOUTH AFRICA

Shell's winning way with the ANC

Page 9

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Friday September 6 1991

## World News

## Business Summary

### US charges six BCCI men with money laundering

The US yesterday indicted six men, including a former BCCI director, on charges of money laundering. The indictments, filed in New York, allege that the men had helped BCCI to launder millions of dollars of drug money through the bank.

The indicted include former BCCI director and president Ali Alkhar, who was arrested in France earlier this week. The US Justice Department is seeking his extradition. Page 16

**Japanese arrest**  
Japanese public prosecutors arrested former Kyowa Securities Bank official Kazuo Toyama over his alleged involvement in an illegal loan scheme. Page 16

**Polish power struggle**  
Poland's government launched a two-year attempt to introduce economic legislation without parliamentary backing and to gain greater powers for the prime minister. Page 3

**Liberia counter-attack**  
Fierce fighting was reported in Liberia, following the seizure of the capital, Monrovia, by the rebel forces of Charles Taylor. Page 16

**Cameroon flood aid**  
International donors are sending emergency aid to Cameroon, where the country's worst floods in 30 years have inundated farmland and made 150,000 people homeless. Page 16

**China issues rebuke**  
China criticised three visiting US Congressmen, accusing them of breaking the law by laying flowers in Tiananmen Square to commemorate the pro-democracy demonstrators killed in 1989. Page 16

**Swiss transit plan**  
Amsterdam is to have what the Dutch Transport Ministry says will be Europe's first car-pool lane to ease traffic congestion. The special motorway lane will be reserved for vehicles carrying at least three people. Page 16

**Impassable English**  
Japanese students anxious not to waste a moment for study can now buy a waterproof text book: 'English Words for Learning in the Bath'. Page 16

### Diana Smith

A memorial service for Diana Smith, the first woman to be elected to the House of Commons, will be held at 11 am on Monday at St George's Church, Runnymede, Surrey. She died on August 23, 1991, aged 64, after a long illness.

### Weekend FT

Tomorrow: The political secrets of John Major's power breakfasts

Why the Champagne price bubble is going to burst

### Toyota seeks no-strike deal at new UK plant

Toyota, Japanese carmaker, has sought a no-strike deal with its new British plant in the Midlands. It also wants to delay pay talks until at least 1994. Unions are concerned at the proposal for a "no disruption" deal under which disputes would be resolved by binding arbitration at the Acaas conciliation service if they could not be resolved by negotiation. Page 16

**GERMANY: Cuts in corporate taxes and a public spending squeeze were promised by German economics minister Jürgen Müllemann in response to concern by industrialists about the economy. Page 16**

**SALOMON: Brothers Standard & Poor's US rating agency, followed Moody's Investors Service and downgraded the US securities firm because of the damaging effect the Treasury auction-rigging scandal was having on its financial position. Page 20**

**OCCIDENTAL: Petroleum, California energy company, plans to sell its 51 per cent stake in IBP, largest beef and pork processor in the US, through a \$800m rights issue to Occidental shareholders in a move to cut its heavy debts. Page 20**

**CANADA: The foreign currency reserves rose 7.2 per cent last month to US\$18.7bn, their second-highest level on record, helped by the popularity of the Canadian dollar. Page 4**

**INMOS: UK-based semiconductor manufacturer, acquired exclusive rights to manufacture and market IBM's new chips for generating personal computer graphics. Page 20**

**JAPAN: Plans to establish about 50 local committees responsible for handling applications by Japanese and foreign companies wanting to open large retail outlets after pressure from Washington to speed up the processing of such applications. Page 3**

**PANOCO Holding, Swiss-based parent company for Pan Ocean oil group, signed a \$600m joint venture with Tatarstan, petroleum administration of Tatarstan, Soviet Tatar autonomous republic, to develop seven oil fields with proven reserves of 1.5bn barrels of oil. Page 3**

**ROYAL Bank of Canada, the country's biggest financial institution, boosted net earnings by 13 per cent in the latest quarter to C\$361m (US\$225m). Page 20**

**BLUE CIRCLE, one of the world's biggest cement manufacturers, reported a 38 per cent fall in half-year pre-tax profits to \$57.5m. Page 18; Lex, Page 16**

**ORIELKON-BUEHLE, Swiss industrial and armaments group which has been restructured over the past year, disclosed a first-half operating loss of about SF730m (\$131m). Page 18**

**INTERNATIONALE Nederland Group, newly formed Dutch financial services group, posted an 18.8 per cent increase in half-year net profit to F174m (\$88.5m) and forecast a "satisfactory" rise in full-year results. Page 18**

## Congress of People's Deputies clears way for republican power

### Gorbachev wins backing for Soviet reform plan

By John Lloyd and Anthony Robinson in Moscow

CONSTITUTIONAL approval was yesterday given to a new era in the Soviet Union as the Congress of People's Deputies ended its three years of life and ushered in transitional bodies of power.

The new bodies will give the republics responsibility for maintaining - or destroying - what is left of the Union. Agreement came grudgingly after Mr Mikhail Gorbachev, the Soviet president and chairman of the session, threatened to send the deputies home if they did not vote through a controversial clause in the law establishing the transitional structures.

The new clause lays down the size of the republics' representation in the revamped Supreme Soviet, the top legislative body.

The vote ensured a relatively rapid passage for the rest of the laws.

The result of the vote, said Mr Sergei Stankevich, former deputy mayor of Moscow and now a Russian state councillor, was that the union was now "half dead".

Mr Oleg Rumyantsev, chairman of the Russian state democrats, said that "at the end of the transitional period, either we will all be independent



All change: Russian president Boris Yeltsin and Soviet president Mikhail Gorbachev take their seats during yesterday's final session of the Congress of People's Deputies.

## EC set to proceed with Yugoslav peace talks

By David Gardner in Brussels and Laura Silber in Belgrade

THE European Community intends to go ahead with its planned peace conference on the future of Yugoslavia in the Hague tomorrow in spite of the escalation in fighting, the Dutch presidency of the EC insisted yesterday.

The final decision on whether to proceed will be taken today, when EC foreign ministers meet in Brussels to discuss closer relations between the Community and eastern Europe.

Lord Carrington, who is to chair the weekend peace talks, called for an end to the fighting before the conference - the first of its kind to be held under EC auspices to discuss events outside the Community.

He said leaders of the Yugoslav republics would not be able to talk sensibly about the future while fighting continued.

In Yugoslavia yesterday, Serb paramilitary units fired mortar rounds at Osijek, the capital of eastern Croatia, and other towns in the region, and the death toll in the last two days of fighting in the area rose to at least seven.

For a second day, Serb militants manned roadblocks which sealed off Osijek's population of 155,000 from the rest of Croatia, and forced the closure of the main motorway linking the Croatian capital Zagreb with Belgrade, the Serbian and federal capital.

In spite of the fighting, all the Yugoslav parties - including Serbia - have now accepted their invitations to the conference, the Dutch presidency said.

EC diplomats yesterday made clear their expectation that the political head of steam which had led - at Tuesday's foreign ministers' meeting in

The Hague - to the clear majority among the Twelve for an early peace conference, would still be evident today.

The Dutch, who currently hold the EC presidency, supported by the UK, had argued on Tuesday that EC monitoring of the ceasefire agreed last weekend would need to be effective to make a conference feasible.

But the majority, grouped around Germany, Italy and France, prevailed with the view that any delay would dissipate the political momentum for settlement.

It was privately expected that further violence would precede the conference, as both the Serbs and Croats sought to reinforce their bargaining positions.

Increasingly strident German threats to recognise the independence of Croatia and Slovenia unless talks go ahead have strengthened the likelihood that the conference will open tomorrow. EC diplomats are angry about Germany's departure from the agreed position of the Twelve.

Senior aides travelling with the prime minister said the timing of the interest rate cut had been dictated by the fall in inflation and by favourable market conditions and not by an election strategy.

The economy is expected to dominate the campaign and Mr Major's view is that although the recession has ended, a decisive upturn may not be apparent for six months.

Labour said the Gallup survey further emphasised recent polls' volatility, and contrasted it with one just three weeks ago which showed the party with a 9 percentage point lead.

Reassuring Hong Kong, Page 4; Analysis, Page 15

## Thomson-CSF moves new missile production to Europe

By William Dawkins in Paris

THOMSON-CSF, the French state-controlled defence electronics group, is to move production of its newest ground-to-air missiles from the US to Europe.

Thomson is producing the missile in co-operation with its former rival Euro-missile, the consortium of French state-owned Aérospatiale and MBB, the German aerospace group.

This could presage closer co-operation in other areas between Euro-missile and Thomson-CSF.

Between them, Thomson and Euro-missile hope to make 60 per cent of the short-range ground-to-air missiles sold outside the Soviet Union.

The missile concerned is the VT1, a short-range weapon which is much faster than existing missiles of its type.

The move is a response to hard-pressed defence ministries preferring refits of existing missile systems instead of ordering new ones, officials said.

"We are not merging all our missile activities. We are just

making an economic accord for this programme," said Mr Noël Claveloux, director of Thomson's missiles systems branch. Thomson was prepared to increase co-operation with Euro-missile step by step on a "pragmatic" basis.

The VT1 has been made by the defence division of LTV, the ailing US steel company, which has produced 1,000 examples for Thomson.

The French defence group asked LTV to develop the VT1 missile for it five years ago, for sale on the US market and to sell as a new generation of its own Crotale missiles, also marketed as the Shalme in the Middle East.

Euro-missile will split production of the VT1 equally between France and Germany, for use in its Roland ground-to-air missile systems and for Crotale, formerly Roland's main competitor.

The VT1 can be fired from existing Crotale and Roland launchers, a cheap way of updating both systems.

The partners refused to

divulge the price of the VT1, although Mr Jean-Louis Fache, director of Aérospatiale's tactical missiles division, estimated the potential market, the replacement of the 25,000 Rolands and 6,000 Crotales now in service, could be worth FF30bn (\$5.1bn).

Of that total, the VT1 could hope to account for 20,000 replacements, depending on how fast defence ministries chose to update ground-to-air systems.

The move follows Euro-missile's decision last July to postpone indefinitely plans for a replacement for the Roland system for which it had placed a development contract with Matra, the space, telecommunications and transportation group.

Six months ago Thomson also signalled a change in policy by abandoning plans to pool its missiles business with British Aerospace in what would have been a formidable competitor for Euro-missile.

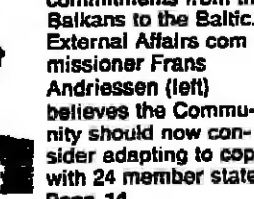
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## EC urged to prepare for wave of approaches from the east

The EC is piling up political and moral commitments from the Balkans to the Baltic. External Affairs Commissioner Frans Andriessen (left) believes the Community should now consider adapting to cope with 24 member states



## MARKETS

<b>STERLING</b> New York lunchtime: \$1.6225 London: \$1.622 (1.624) DM2.945 (2.9425) FF110.0225 (9.585) SF2.585 (2.5825) £ index 91.0 (same)	<b>DOLLAR</b> New York lunchtime: DM1.73225 FF5.908 SF1.5265 London: DM1.74 (1.7365) FF5.9075 (5.9) SF1.5275 (1.525) ¥135.25 (135.45) S index 52.3 (52.2) Tokyo close: ¥135.32	<b>STOCK INDICES</b> FT-SE 100: 2,563.3 (-1.3) FT Ordinary: 2,082.5 (-1.7) FT-A All-Share: 1,280.53 (+0.64%) New York lunchtime: DJ Ind. Av: 3,005.14 (-3.35) S&P Comp: 388.93 (-1.04) Tokyo: Nikkei: 22,499.65 (+96.96)
<b>GOLD</b> New York: Comex Dec: \$351.4 (333.0) London: \$347.5 (349.0) N SEA Oil (Argus): Brent Oct: \$20.125 (-0.05)	<b>US lunchtime rates</b> Fed Funds: 5 1/4% 3-mo Treasury Bill: 5 1/4% Long Bond: 7 1/4% 10Y: 7 1/4% yield: 2.07%	<b>LONDON MONEY</b> 3-month interbank: 10 1/4% (10 1/4%) 10Y long gilt future: Dec 94 1/2 (Dec 94 1/2)

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THE SOVIET UNION

# Marching to new orders: destination unknown

John Lloyd looks at the future for the Union's transitional bodies of power, now the People's Deputies have been bullied into acquiescence

THE Congress of People's Deputies went into oblivion yesterday with much spirit, either of revolt or of joy, easily bullied into acquiescence by Mr Mikhail Gorbachev, who has lost little of his skill.

Though it voted to set up transitional bodies of power, it had been a transitional body itself - existing in the change-over from the centralised Soviet system, dominated by the Communist party, to the new era which now begins.

Mr Sergei Stankevich, a Russian state councillor, graciously acknowledged that it was in the Congress that he and other democrats had received their early training as politicians. Yet "I don't regret its passing," he said. "Indeed, I'm glad it's passed."

The historically minded among the deputies recalled January 5 1918, when Lenin's Bolsheviks, frustrated by the impossibility of getting the

Constituent Assembly (the then parliament) to confirm their power, confirmed it themselves by locking out (and later locking up) the recalcitrant deputies.

Mr Gorbachev had made it clear that if the Congress did not vote for the new order, it would be decreed into place by himself: it did smack a little of Lenin.

The new structures of power have yet to be created, but their most urgent tasks are obvious.

First, the winter must be prepared for. As he came out of the hall yesterday, Mr Nikolai Ryzhkov, the former prime minister, talked with foreboding of the coming months.

The Soviet Union needs 100m tonnes of grain: so far, only 25m-27m tonnes have been gathered. "We might get 40m - but where does the rest come from? From abroad - but where's the hard currency?"

This is the prime task of all levels of government - inter-republican, republican, city and districts.

Schoolchildren, students, army personnel, pensioners and other workers are being wooed out to the country to gather in the harvest.

The farmers are being cajoled into selling with promises of higher prices (some in hard currency) and machinery and consumer goods.

Effecting these promises will need co-ordination. The machinery is made in one republic, but needed by many. It is not clear who will decide the priorities, nor whether inter-republican agreement can prevent the de facto creation of borders to stop republican produce going elsewhere - a process which has already started.

Second, an economic agreement must be signed. At least 10 of the republics agree on this - but their agreement is in principle, not on details.

The version of such an agreement proposed by Professor Stanislav Shatalin - apparently backed by Mr Ivan Silayev, the Russian prime minister, who chairs the Committee for Management of the Economy - though loose, enforces common monetary policy and a single currency.

At present, although the centralised system is supposed to prevail, it does not. Republican central banks give untrained credit and some republics are planning to introduce their own currencies.

In order to get an effective economic agreement, republics will have to give up "freedoms" that they have already taken.

Third, an agreement must be reached on a new Union treaty.

Mr Yevgeny Primakov, Mr Gorbachev's close aide, said after the Congress that he believed such an agreement would be signed.

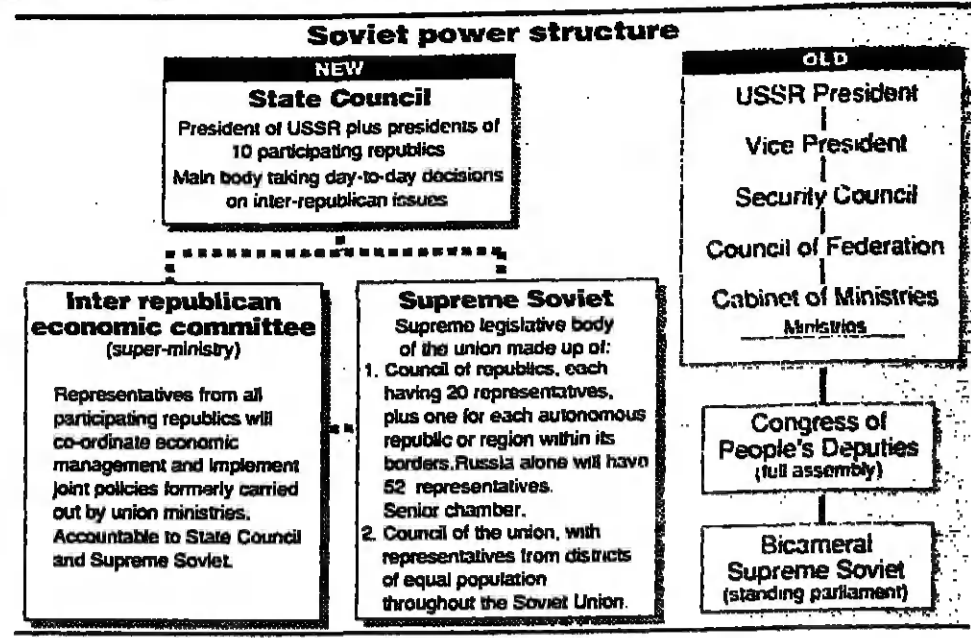
Mr Stankevich believes the

same: "It is the rational thing for the republics to do, after an economic agreement is working." Rational it may be, but there are forces other than reason at work.

The republics have all declared independence and each of their parliaments will be considering any agreement. In this process, factors such as nationalist emotions and resentment against decades of Soviet/Russian rule are likely to come into play.

The elites of the republics are also now facing the dazzling prospect of having independent ministries, departments and foreign embassies.

In addition to this, they will also be adopting constitutions - which will take time. Only when this process is complete, and only if the economic facts of life then dictate to the republics that they need to pool sovereignty in order to survive, might they be in the mood for a new union.



Mr Boris Pankin: condemnation of coup attempt won him the job of foreign minister

## New foreign minister favours co-operation and pragmatism

By Leyla Boulton in Moscow

THE first public appearance by Mr Boris Pankin, the Soviet foreign minister, yesterday coincided with the birth of a new Soviet Union.

Mr Pankin, who looks at least a decade younger than his 60 years, said that from now on foreign policy would be determined jointly with the republics forming the new-look union approved by the Soviet super-parliament yesterday.

"The foreign ministry... will undergo certain changes," he said. "We will work in organic contact with the... states which join our union."

Mr Pankin, a former editor of the Communist newspaper, Komsomolskaya Pravda, was until last week Soviet ambassador to Prague. But his immediate

condemnation of the coup launched by senior government ministers on Monday August 19 won him the job of foreign minister to replace Mr Alexander Bessmertnykh, who was accused of being too quiet that day.

Mr Pankin said the defeat of the abortive coup was not only a victory for the people and the Russian leaders who resisted the putsch, but a victory for "international solidarity".

Given the radical change in the job description since the coup collapsed and the discredited old centre was forced to cede political supremacy to the republics, it seems quite fitting that a new man, of obvious calibre, should fill the job.

Although he was wearing a

smart, almost flamboyant, double-breasted suit, his manner conveyed an opposite message of soft-spoken modesty and caution.

His answers were clear and to the point. He politely sidestepped questions he could not answer. When asked how the Soviet Union's Middle East policies would be affected by the changes, he said the question was good but went into a lengthy explanation of how policy would have to be worked out with the new sovereign Soviet states.

He said he looked forward to meeting Mr James Baker, the US secretary of state, next week but declined to say whether he would be seeking economic assistance.

## Minister offers reassurance on N-arms

By John Lloyd in Moscow

MARSHAL Yevgeny Shaposhnikov, the new defence minister, yesterday sought to reassure world opinion that the rapid drain of power away from the central government in the Soviet Union did not mean a loss of control over the Soviet nuclear forces.

"Nuclear weapons are under secure control. Even during the putsch, they were not in anyone's hands. Now, we have increased control over them many times. I ask you [the media] to calm down a world public," he said.

The minister gave no details, however, either of the control of the nuclear trigger during the coup, or of the increased control since.

He also said the Soviet military was moving in the direction of a professional army, though it was not yet ready to give up the draft.

Repeating his promise to shorten the two-year term of conscription Marshal Shaposhnikov said that conscripts would be offered a contract for further service of three to five years as professional soldiers, at full rates of pay, provided they were willing to serve anywhere in the Soviet Union.

This condition appears to mean that enlisted recruits will be allowed to serve in their own republics, which was one of the demands of some republican leaders before the coup.

The minister hoped that relationships with the west would be "widened and deepened", and admitted that he "had a dream" that junior officers and ordinary soldiers, as well as senior officers, would periodically exchange visits with western countries.

He had "taken an oath to himself" that the armed forces would never be used against the people while he was minister.

They would not guard republican borders, or interfere with the internal affairs of any republics, and would only guard installations at the express request of republican authorities.

The military would lease its land and hire out its trucks to earn money for its upkeep, he said. The "special departments" in the army, in which secret service agents kept watch on the soldiers, would be removed in consultation with Mr Vadim Bakatin, new chairman of the KGB.

## Baltic gold tarnishes images

EMBARRASSED politicians in Sweden and the UK are playing for time in the face of increasing pressure by the Baltic states for the return of gold they had on deposit in western banks in 1940 at the time of the Soviet takeover.

Their embarrassment is heightened by the fact that France already has given back gold claimed by the Baltics and the US has indicated it will probably do the same.

Unlike Britain and Sweden, the US did not hand the precious metal over to the Soviet Union but used it to keep the legations and consulates of the three Baltic states in New York and Washington.

While the amounts involved are tiny in gold market terms, the value to the three countries is enormous because the metal would provide credibility when they relaunch their own currencies. Most of the Baltic gold, nearly 14 tonnes of it with a value today of about \$140m (\$88.3m), was in the UK. France returned 3.2 tonnes of gold, worth about \$36m at today's price; about three tonnes were held in Sweden and are now worth \$33.5m.

In the US the Baltic gold was placed under the control of the Office of Frozen Foreign Assets which said yesterday it was unable to provide details of the original amount or how much was left but was "working on it". However, the Bank of Estonia suggests that it deposited about 4 tonnes of gold - now worth \$45m - in the US.

The issue is reviving some painful memories in Sweden because it was the second country - after Nazi Germany - to recognise the Soviet regime occupying its Baltic

## Kenneth Gooding reports on an issue embarrassing the UK and Sweden

neighbours. The Baltic gold was handed over to the Soviet Union in May 1941 as part of that recognition process in the expectation that Sweden would then regain control of its assets in the conquered countries.

Under the Wilson government Britain sold the Baltic gold in 1967 for £5.8m to settle some of the debts it claimed were due from the Soviet Union and distributed the proceeds to claimants in the UK and overseas.

Sir Frederick Bennett, vice-president of the Baltic

Council of the UK, says members of all UK political parties regarded this "as a very shady deal".

The gold was held in trust, he says. "I don't doubt we did something which we knew was wrong and we did it because we never expected to be held to account because the then commonly held view was that the Baltic states would never exist again."

The Baltic states are taking every diplomatic opportunity to make their point.

Mr Lennart Meri, the Estonian foreign minister, raised the subject in Stockholm last week when he held talks with his Swedish counterpart, Mr Stan Andersson, on restoring diplomatic relations between the two countries.

This week Mr Douglas Hogg,

the UK's foreign office minister leading the first British diplomatic delegation to Lithuania for more than 50 years, was also pressed hard about the gold but remained evasive. "We haven't any firm proposals but we want to be constructive," he said.

He suggested that, when Lithuania sends a technical team to London soon, it should discuss the gold question with the UK government's legal advisers "to see if we can find a solution which is acceptable to Lithuania and ourselves".

Such prevarication will not satisfy UK supporters of the Baltic states who intend to put as much moral and political pressure as possible on the Foreign Office to have gold returned as compensation in the shortest possible time.

## Gorbachev 'endorses Baltic independence'

PRESIDENT Mikhail Gorbachev has endorsed a presidential decree recognising Baltic independence, according to a Lithuanian official who helped draft the decree along with other Baltic representatives, Gillian Tett reports from Vilnius.

Speaking on his return to Vilnius from Moscow, Mr Algis Cekuolis, Lithuanian observer at the Soviet Congress of People's Deputies, said Mr Gorbachev had asked the Baltic observers to draft a presidential decree recognising their independence.

After some modification from Mr Alexander Yakovlev, adviser to Mr Gorbachev, the president then endorsed it, Mr Cekuolis said.

Mr Boris Pankin, the new Soviet foreign minister, said yesterday that the State Council, the country's main decision-making body, would discuss the issue of Baltic independence today, but he would not predict the outcome.

According to an early version of the document, leaked yesterday to the Lithuanian parliament, the decree condemns the 1939-40 Soviet annexation of the Baltics as illegal and recognises the independence of the three

Baltic states "under international law".

It also accepts existing Baltic borders as inviolable and calls for the Soviet Ministry of Foreign Affairs to establish diplomatic relations with the three Baltic republics.

The document was initially greeted with scepticism from Lithuanian officials.

But Mr Cekuolis insisted Mr Gorbachev was prepared to endorse the decree. He said the president had delayed decisively settling the issue at the Congress because he feared the decree would be blocked by conservative deputies.

Even if it issues a decree, few Lithuanians expect the political and legal details of full independence to be settled soon. As the old central government structures dissolve there is doubt about which bodies have the authority to implement Baltic independence, or what weight a decree now carries.

Lithuanian leaders say they will not accept a presidential decree that simply recognises their independence without providing a guarantee and timetable for withdrawal of Soviet troops.

## Protesters demand resignation of hardline Georgian president

CROWDS demanding the resignation of Georgia's autocratic president, Mr Zviad Gamsakhurdia, gathered yesterday as the republic's parliament closed. Almost all Georgian-language newspapers, AP-DJ reports from Tbilisi.

A resolution of the presidium of the Georgian parliament said it was necessary to close the newspapers "in view of an acute shortage of paper resources". The Tass news agency reported.

But opposition groups and local journalists said the move appeared to be aimed at giving the Georgian government

greater control over the local media.

Ms Irina Sariashvili, spokeswoman for the National Democratic Party of Georgia, said in a telephone interview that the demonstrators were demanding the resignation of Mr Gamsakhurdia and his government, and new elections. Her party alleges that Mr Gamsakhurdia sympathised with hardliners during last month's abortive coup.

The party is also protesting against Georgian police whom they claim opened fire on anti-government demonstrators on Monday. Mr Gamsakhurdia accused the protesters of being

"Kremlin agents" and firing first. Estimates of the number injured ranged from five to 30.

Mr Gamsakhurdia, a fierce Georgian nationalist, easily won presidential elections in June, and his republic declared itself independent from the Soviet Union before the attempted coup.

● The Crimea declared "independence" yesterday but made clear it was not breaking away from the republic of the Ukraine, Tass reported. The region's parliament voted to become an autonomous and independent republic within the Ukraine, which itself has declared independence.

## Business head rejects aid

By Anthony McDermott

THE chairman of a new Soviet business organisation yesterday called for closer trade co-operation with the west rather than aid as the means to improve the country's troubled economy.

Mr Andrei Kononov, head of the non-governmental Inter-Republican Economic Committee, said aid in the form of cash and advice - the UK government has proposed help in food production, distribution and storage - was not the answer.

Speaking in London after talks with the Confederation of British Industry, he also called for relaxation of restrictions by Cocom, the Far-east-based Co-ordinating Committee for Multi-lateral Export Controls, on strategic materials.

Cocom was established in 1949 to curb the export to the Soviet Union and its allies of goods which could be used for military purposes.

## Calm returns after bank's nightmarish week

Leyla Boulton talks to Yuri Moskovsky, the chairman at the centre of the drama



IT HAS been a relatively quiet week at Vneshekonbank, the State Bank for Foreign Economic Affairs, which handles most of the Soviet Union's foreign payments and services the country's \$62bn (\$37bn) external debt.

Until last week, this mighty institution was in the clutches of a bankers' nightmare, which began on August 19 when the country's own government staged a coup d'état. In the days that followed, Vneshekonbank was treated like a pariah by its foreign partners, the bank's chairman was replaced but then reinstated, and finally the bank itself was hijacked by Mr Boris Yeltsin, the Russian leader, before being set free in a panic.

Mr Yuri Moskovsky, the chairman at the centre of the drama, said yesterday with a relieved smile that the only pressures on him now were "ordinary ones related to calculations and payments".

"I have been officially confirmed in my duties. We have a document signed by (Mr Ivan) Silayev, chairman of the committee responsible for running the economy, that confirms both my duties and those of the bank...The bank today is functioning as it should."

In a move which alarmed the western banking community, both he and Mr Viktor Geraschenko, chairman of the central bank, were temporarily replaced last month by Russian Federation officials because of suspicions that they had collaborated with coup leaders.

Both reject the allegations.

Mr Moskovsky, who rushed back from a business trip to France the day the self-proclaimed emergency committee announced it was taking power, said his first duty was "not to allow any disruptions to the work of the bank".

"As soon as they heard that a coup d'état had started, most banks sharply cut back, practically cut off operations with us. There were some days when there weren't even any quotations for our offers. (But) We continued to fulfil our obligations both towards our foreign partners and our own banks, despite the dramatic nature of political events."

After the coup collapsed, Vneshekonbank received a second blow. This was in the form of a decree issued by Russian President Boris Yeltsin, declaring that Vneshekonbank, along with the central bank and finance ministry could carry out foreign currency transactions only with the approval of the Russian Federation.

Mr Moskovsky and his colleagues

feared that Vneshekonbank might be forced to default on its obligations since it amounted to a change in the bank's status. This is because some creditors reserve the right to call in their loans if such a change takes place.

But Mr Valery Telegin, the Russian Foreign Trade Bank chairman who had been nominated to stand in for him, returned to the bank with a document granting Vneshekonbank a general authorisation to conduct its operations as it saw fit. Mr Telegin had managed to convince Mr Yeltsin that the Russian Federation takeover also put it in danger of becoming liable for all Vneshekonbank's obligations.

Now that the Soviet Union has agreed to restructure itself into a genuine confederation and several republics are seeking independence, Mr Moskovsky is open-minded on how the republics should share out the country's foreign currency resources, and repay the foreign debt. "The form is not important. The important thing is that there should be an instrument allowing the diversion of part of the country's foreign currency earnings to servicing the foreign debt."

Mr Moskovsky is more conciliatory. "I think all republics clearly understand that entering the world community is not possible without fulfilling

these obligations. The main task is that everything we received from banks of other countries must be paid back."

Asked whether the Soviet Union was now formally seeking to reschedule its debt, the 49-year-old banker again displays the caution and solidity which are his hallmarks.

He says that he is not personally conducting any talks on this subject, but acknowledges that the debt repayments due this year and next are putting "a serious pressure" on the economy at a time of turmoil.

His job in the mean time is "to do everything to manage situation: we are paying". He has also been told by the committee which is managing the economy to pursue a search for additional credit lines to help meet the country's needs for hard currency - to repay the debt, and import food, medicine, and basic consumer goods.

He believes the bank should aim to revert to its old status as a joint-stock bank. Paradoxically, until it was turned into a state bank in 1987, it was the Soviet Union's only joint-stock institution.

But again he stresses the need for caution, since such a reform would itself represent a change in the bank's status, in turn possibly violating agreements with foreign creditors.

## NEWS IN BRIEF

### Soviet chaos threatens 'Energy Charter' talks

THE turmoil in the Soviet Union, the world's largest oil producer, has thrown a wrench into talks among 35 nations to form a pan-European energy trade and investment zone, officials said yesterday. AP reports from Brussels.

The talks for a European "Energy Charter" began in July and are to restart here on September 25 when a working group reconvenes after the summer break. But sources said that it was uncertain whether the Soviet Union would be represented through its central government or the republics.

### Brittan's 'community' vision

Disintegration of the Soviet Union could lead to its member states joining together in a new association similar to the European Community, Sir Leon Brittan, vice-president of the EC Commission, suggested last night, writes Ivor Owen.

He said the 12 members of the EC would be performing "a historic task" if they helped to bring about such a development.

Sir Leon told a meeting of Surrey, south-east England, business leaders that there would be a real danger of economic breakdown if the republics did not pull together.

### Germans announce aid mission

Mr Jürgen Möllemann, the German economics minister, said yesterday he planned to travel to Moscow for the third time this year to discuss bilateral aid for the Soviet Union with the country's new team of economics experts, Reuters reports from Bonn.

He repeated Bonn's calls for concerted international aid to the country, noting that Germany had already pledged and given more than DM60bn (£20.4bn) of aid.

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## EUROPEAN NEWS

## Polish prime minister seeks greater powers

By Christopher Bobbeld in Warsaw

THE Polish government will today embark on a two-pronged attempt to introduce economic legislation without parliamentary approval and to grant greater powers to the prime minister.

If the prime minister, Mr Jan Krzysztof Bielecki, succeeds in pushing the measures through, the executive will be strengthened at the expense of a considerably weakened legislature. A stronger executive would boost President Lech Walesa, who has the power to nominate the prime minister.

The government and the president want the extra powers first to continue economic reforms during the forthcoming election campaign, and for a period after, when the new parliament is still finding its feet.

The country's first free elections will take place on October 27.

Second, they want to introduce sharp cuts in the budget. Because of the recession, the collapse of trade with the Soviet Union and disappointing revenue from privatisation, the budget deficit has risen six-fold.

But the communist-dominated parliament now faces an election and so is loath to agree to the cuts. Agreement with the IMF is contingent on the budget.

Mr Władysław Golebiowski, a senior executive at the National Bank of Poland, has been named temporary chief debt negotiator by the Warsaw government.

## Usinor to cut jobs

By William Dawkins in Paris

USINOR Saciilor, the world's second-largest steelmaker, yesterday warned that it would seek "several thousand" job losses over the next three years to keep productivity gains in line with its main competitors.

The management of the French state-owned group will present the plans to unions in early December, but it was too soon to predict the exact number of job losses or whether it would be possible to avoid redundancies, said an official.

Like other European steelmakers, Usinor Saciilor has already shrunk its workforce

drastically in recent years, from 150,000 to 66,000 in France alone over the past decade. However, if Usinor Saciilor is to follow the world steel industry's average 3 per cent-a-year improvement in productivity and if steel demand remains weak, this implies further heavy job losses, said the official. No final calculations have been made, but they could be in the order of 1,000 a year.

Usinor Saciilor's profits halved last year to FF2.7bn (\$420m) because of a fall in demand and prices. The group is expecting a further earnings decline this year.

## Call for tighter regulation

REGULATION of the Frankfurt Stock Exchange must be tightened to avoid the manipulation of frequent price manipulation, Mr Ernst Welteke, the State of Hesse's economic minister, said yesterday. Katherine Campbell reports from Frankfurt.

He was giving the first indication that Hesse, which is responsible for oversight of the Frankfurt bourse, is to act in the wake of a local trading scandal. The minister suggested a first step would be to increase the presence of state officials on the bourse. The self-regulation system favoured by German banks has meant state officials have hitherto kept a low profile.

## Uphill battle to tighten biological weapon controls

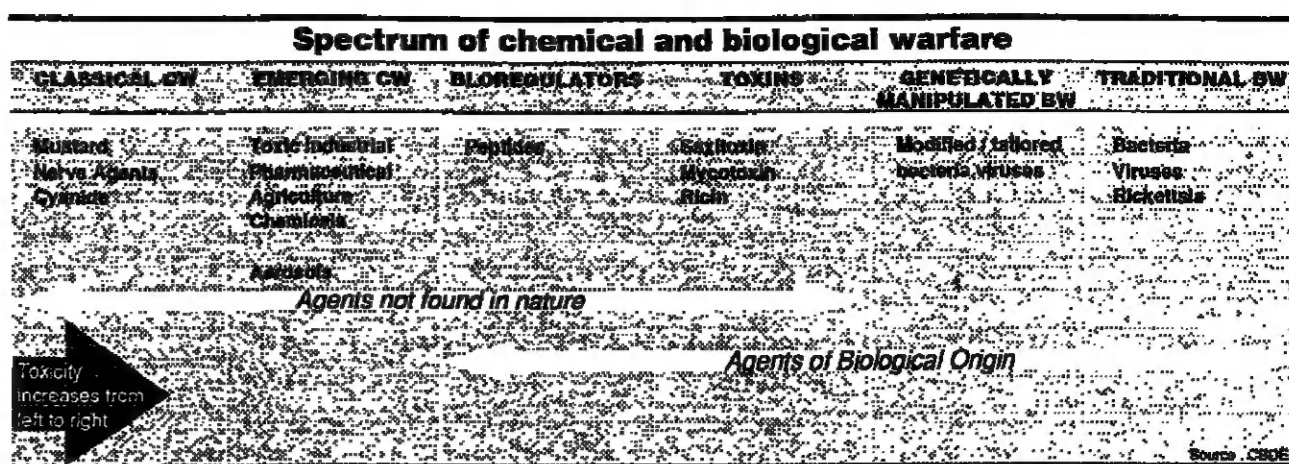
It may be impossible to devise effective verification, reports David White

A SCIENTIST at Britain's Chemical Defence Establishment (CBDE) at Porton Down in Wiltshire waves a small bottle of cloudy liquid. It contains micro-organisms used to simulate *Francisella tularensis*, a bacterium which causes a disease called tularemia. It is usually spread by rodents but could be sprayed as a weapon. In that bottle, he says, there would be enough minute particles to infect every person on the planet.

The threat of biological warfare, the subject of an international conference starting in Geneva next week, has been underlined by the recent UN inspection of facilities in Iraq, where substances including tularemia bacteria were found. It is the potency of biological agents that causes the most alarm and the most attraction for potential producers. Despite allegations, there have been no substantiated cases of biological arms being used, and there is little information about which countries have them. But about 10 are believed either to possess or to be seeking to acquire them. "Unless we take action at the review conference, that number will go on increasing," warns Dr Graham Pearson, CBDE director-general.

It will be the third review of the Biological Weapons Convention signed in 1972 and will focus on ways of tightening the ban on production.

A CBDE expert, Dr David



Kelly, headed the UN team that went last month to inspect the bombed Iraqi complex at Salman Pak, south of Baghdad. The Iraqis said they had undertaken research on the micro-organisms that produce botulinism, gas gangrene and anthrax.

No actual weapons or weapon-making equipment were found. But Dr Kelly says key facilities were removed shortly before the team arrived. "It became quite obvious they were undertaking research for offensive purposes," he says. Additional substances including brucellosis bacteria were found. Another inspection is due to be made shortly.

Experts are concerned that countries with chemical weapons may be moving to biological weapons. As microbiology advances, more nations will

become capable of doing so. Biological warfare is defined as the dissemination of micro-organisms to carry lethal or incapacitating diseases, or to destroy domestic animals or food crops. The term is used to cover both biological agents able to reproduce themselves and toxins or poisons.

The 1925 Geneva protocol outlawing the use of chemical weapons also banned "bacteriological methods of warfare". The 1972 convention went further to forbid development, production or stockpiling of biological or toxin weapons. But it did not address the possession of production facilities and made no provision for checking on compliance.

The potential threat ranges from common viruses and bacteria such as mumps, chickenpox, cholera or typhoid,

through more exotic ones such as dengue fever, for which there is no specific therapy, to new products of genetic engineering.

With new substances, the distinction between chemical and biological weapons is becoming less clear. One problem in policing a ban is that only small quantities are required. According to the Stockholm International Peace Research Institute, substances such as black widow spider venom or strychnine require a smaller lethal dose than first world war chemical gases such as chlorine and phosgene. Others such as botulinus toxin, anthrax or plague are several thousand times more toxic than modern nerve gases.

Of most concern are aerosol weapons, spraying small particles that can penetrate the

lungs. Experts say these have more obvious military use than, for instance, trying to poison water supplies, which even with a potent toxin, would require large amounts to have lethal effect. Sprayed, a small amount could cover hundreds of square miles. However, aerosol agents must be stable in storage and resilient.

Anthrax, once known as "wool-sorters' disease", is exceptionally resistant and therefore favoured as a potential weapon. Britain carried out an anthrax experiment in the second world war on Gruinard Island off Scotland, and public access remained prohibited until last year. The Soviet Union is considered never to have provided a satisfactory explanation for an anthrax outbreak at Sverdlovsk in the Urals in 1979. In the Gulf con-

flict, both US and British troops were vaccinated against the disease.

Western countries have been discussing the introduction of new confidence-building measures at the Geneva conference. The UK wants to extend the requirement for countries to declare some categories of laboratory, including civilian facilities working on the most hazardous micro-organisms. An experts' meeting in 1987 called for declarations, but so far only about 40 of 117 signatories to the convention have complied. Measures are also being sought against proliferation, but proposals for monitoring exports are expected to meet resistance from some non-aligned countries.

One of the main challenges is finding ways of preserving "defensive" research such as the CBDE carries out, including vaccines, while strengthening the ban on weapon-making processes. Part of the work is the same in both cases. The UK is proposing an experts' group to look at the scope for inspection of declared and suspected facilities and investigation of incidents such as Sverdlovsk. But a UK official warns: "It will not be easy, and indeed may not in the end be possible to devise an effective verification regime."

But Dr Pearson at the CBDE hopes a combination of verification measures, export controls and defensive precautions can create a "web of deterrence".

## Bildt tipped to end socialist domination of Swedish politics

MR Carl Bildt, Sweden's Moderate party leader, is increasingly likely to be his country's next prime minister, Robert Taylor reports from Stockholm. With only 10 days to go before Sweden's general election on September 15, his self-confidence was boosted yesterday by the latest opinion poll, which suggests the non-socialist parties will win with 58 per cent of the vote between them.

"I don't want to suggest we will win," Mr Bildt cautioned in an interview. "There is still some way to go." But barring an upset, he is set to head a four-party non-socialist coalition government later this month, a prospect many Swedes find hard to believe, such has been the Social Democratic domination for nearly 60 years.

But the national mood has been transformed over the past three years in a way that makes Mr Bildt's election possible. Sweden is moving towards the free market as it converges with the EC, which it hopes to join at end-1994. All main parties agree on the need to deregulate and liberalise the economy, differing merely on the pace of reform. The ruling Social Democrats have responded to the change in mood, but "they have no ideology and no policies now," Mr

Bildt claims. "They don't really understand the market economy and why socialism has failed."

Yet more than an element of doubt remains about Mr Bildt, who must still convince Sweden's many undecided voters he can stitch together a viable alternative government to the Social Democrats out of four non-socialist parties.

The danger exists of an electoral deadlock after September 15.

Recent opinion polls show a substantial non-socialist majority among the Swedish electorate of about 60 per cent, but this is made up of support for up to five parties. One of them,

New Democracy, is a new populist, right-wing party that questions such Swedish sacred cows as state welfare, foreign aid and tough laws against alcohol.

Its irreverent style has offended the established non-socialist party leaders, especially Mr Bengt Westerberg of the Liberals, who insists his party will not join a coalition that depends for its parliamentary survival on ND.

But the polls suggest ND could hold the power balance after September 15. The Social Democrats hope that if so, Mr Westerberg will break loose from the non-socialist bloc and make a deal with them. The

other non-socialist leaders are irritated at Mr Westerberg's threat, even if they too want to keep ND at arm's length.

The Centre party also threatens to prove difficult. Mr Olof Johansson, its leader, may demand a high price for participation. The Christian Democrats, who look like being the election's real success story, winning seats in parliament for the first time, may prove more reliable coalition partners, though their leader, Mr Alf Svensson, will be keen to emphasise the party's distinctive identity.

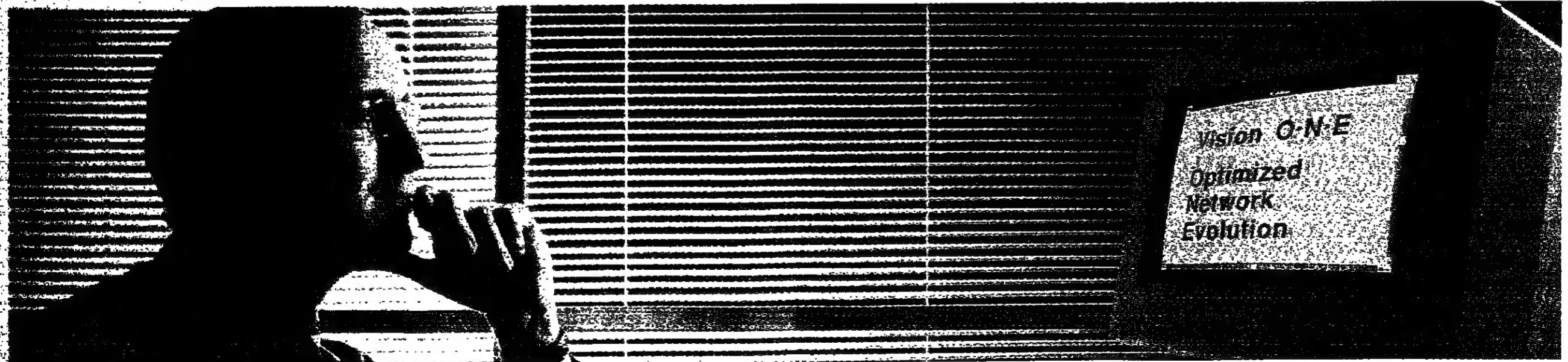
Bringing these fragmented parties together will test Mr Bildt's political finesse.



Carl Bildt: "There is still some way to go"

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## WORLD TRADE NEWS

## Japan speeds up vetting of new retail outlet plans

By Robert Thomson in Tokyo

JAPAN will soon announce plans to establish about 50 local committees responsible for processing applications by Japanese and foreign companies wanting to open large retail outlets.

The Japanese government has been under pressure from Washington to speed the processing of such applications, which are often opposed by local retailers and, in the past, have been delayed for 10 years or more. Under present regulations, new applications must be processed within 18 months.

Washington believes an increase in development of larger outlets will give foreign retailers greater access to the Japanese market and create more shelf space in Japanese outlets for foreign products and a revised law, likely to be

introduced early next year, will reduce that limit to 12 months. But the US has been concerned that local authorities could still obstruct applications from "outsiders", either foreign companies or Japanese companies based outside the local area.

The Ministry of International Trade and Industry (MITI) has apparently decided to establish the committees to examine applications and negotiate with local retailers on the size and type of new complexes.

Each of the committees will have seven representatives, including scholars, lawyers and other respected members of the local communities, and they will be expected to make the final decision on the timing of new stores. A MITI official said local retailers would not be appointed to the committees, which would be "independent".

Small retailers are a powerful lobby group in Japan and continue to oppose the revision of the store law. The government is planning to allocate increased funds to the retailers to allow them to renovate local shopping centres and make themselves more competitive, but further friction is inevitable.

The US retailer Toys R Us has already caused a stir with plans for a chain of toy stores, which have been strongly opposed by smaller retailers. And in Hiroshima, in the west of Japan, local retail groups have called for extra government compensation even though no new proposals for stores have been submitted in the past year.

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## EC suggests more trade help for poor countries

THE European Commission has proposed rolling over a package of European Community trade concessions to poorer countries until the world trade liberalisation negotiations under the General Agreement on Tariffs and Trade (GATT) have been concluded, Reuter reports from Brussels.

A Commission official said the EC executive had been forced to delay a planned revamp of the so-called Generalised System of Preferences (GSP), due to have taken effect from the start of 1992, because the GATT talks have yet to be wound up.

Instead it is proposing that EC governments agree to a temporary extension of the GSP in its current form beyond the end of 1991 until it can be revised in the light of a GATT agreement.

The GSP grants preferential access through zero or reduced tariffs on imports of industrial and agricultural products, textiles and steel from developing countries.

Czechoslovakia and Bulgaria were added to the list of beneficiaries this year. The Uruguay Round of talks on the liberalisation of world trade into the next century, which were scheduled to end last December, are likely to be extended to allow more time for settlement of a dispute between the Community and its trading partners, in particular the US, over the question of farm subsidies.

## Panoco in \$600m Tatarstan oil deal

By William Dullforce in Geneva

PANOCO HOLDING, the Swiss-based parent company for the Pan Ocean oil group, yesterday announced the signing of a \$600m (235m) joint venture with Tatarstan, the petroleum administration of Tatarstan, the Soviet Tatar autonomous republic.

The local parliament of Tatarstan declared its independence in August last year. Yesterday Mr Shafatgat Tukhbatdinov, Tatarstan's deputy director-general, insisted that Tatarstan would receive the full benefit of its share of the 50-50 joint production and exploration agreement. "Moscow will get nothing," he said.

Under the Blue Kama venture - named after the river located in the immediate north of the production fields - Panoco and Tatarstan will develop seven oilfields in a 78,461-acre area with proven reserves of 1.69bn barrels of oil.

Current production from the area is 2,000 barrels a day (b/d). Mr Vittorio di Guevara Fabbrì, Panoco's chairman and chief executive, put the future target at 125,000 b/d.

The venture provided for the drilling of over 2,000 wells over a 10-year period, using modern techniques including horizontal drilling and recovery enhancing technology. The first new output is expected to come on stream early next year.

In addition, Panoco will build a new 94km pipeline with a capacity of some 120,000 b/d between the Blue Kama area and the oil treatment facilities at Almeteyevsk.

The final phase of the project foresees the construction of a 50,000 b/d refinery in the Nurlat area which, according to Panoco, will "drastically improve the economic independence of the region".

Although it has long been one of the main oil-producing areas of the Soviet Union, Tatarstan has had no domestic refining capacity.

Tatar oil has been exported at low prices to eastern Europe through the Druzhba pipeline. The republic's domestic needs have been met by the re-import of refined products from neighbouring republics.

Mr Herbert Rooks, head of Panoco's Soviet operations, said discussions on the financing of the project were already well advanced with banks from several countries. A European bank would probably head a financing consortium.

Panoco is a secretive group which does not disclose the names of its owners. Mr di Guevara Fabbrì said they comprised a group of private individuals; no big oil company had an interest.

## Soviet telecom links see the light

Danes are to lay the first east-west optical cable, writes Hilary Barnes

A CENTURY after Denmark's GN Great Nordic made its name linking east and west by telegraph cable, it took a step in the same direction this summer, this time using an optical fibre cable system.

Together with state-owned Telecom Denmark, GN Great Nordic has signed a contract to lay the first optical fibre cable system between the Soviet Union and abroad. The DKR500m (\$44m) investment will be paid for by traffic fees.

For GN Great Nordic, the deal represents a revival of the cable communications business, which had been eclipsed by satellite communications since the 1970s.

Its first triumph was when it established a telegraph link between Europe and China in 1871, via Vladivostok and Japan, beating the British, who were establishing a link via India.

Subsequently, Great Northern Telegraph Company, as it was known then, laid and operated many telecommunications cables in northern Europe and in the North Atlantic until satellite communications took over.

Now, however, optical fibres, because of their great capacity and high quality, have made cables interesting again, not least in eastern Europe.

The 1,260km cable between Denmark and the Soviet Union will go to Kongsberg, near Leningrad. It will be a 565 Mbit per second link, which means that it will have capacity to carry 16,000 phone, fax, data or video



transmissions at once. The cable will be supplied by STC Submarine Systems, of the UK.

GN Great Nordic and Telecom Denmark will obtain their return on the investment from traffic fees when the link is opened in 1993 and for the 15 years of the contract.

Cocom, the Paris-based Co-ordinating Committee for Multilateral Export Controls, which limits export to the East Bloc of high-tech goods with possible military application, has so far prevented the extension of the optical fibre cable from Leningrad to Moscow, so

this section will consist of a 140 Mbit microwave radio link.

But Mr Thomas Duer, GN Great Nordic's managing director, is convinced that it will not be long before Cocom has to drop its opposition to the extension of the optical fibre cable across the Soviet Union itself. This is even more likely as Cocom is considering plans for sweeping liberalisation of its list of banned exports. This had been due to come into operation from the beginning of this month, but has been delayed by the uncertainty surrounding the upheaval in the

transmissions at once. The cable will be supplied by STC Submarine Systems, of the UK.

GN Great Nordic and Telecom Denmark will obtain their return on the investment from traffic fees when the link is opened in 1993 and for the 15 years of the contract.

Whatever Cocom does, the Soviet Union will soon be able to supply its own optical fibre cable links for non-military purposes, and this would mean that western suppliers will be excluded from the market, Mr Duer says.

Mr Duer is confident that the Soviet upheaval will not affect the project, which is now being discussed with the ministries of posts and telecommunications of both the Soviet Union and the Russian Republic. "Both want to see the project completed as planned," he said.

Mr Duer's dream is a cable across Siberia to link Europe with Japan and Korea. He began to work on this project in 1988 and has brought together a consortium of 13 nations, including the state telephone companies from the major European countries and Australia, as well as US West, one of the Bell companies, in the US, to support the trans-Soviet cable plan.

The Soviet Union itself, according to Mr Duer, has a strong interest in the trans-Soviet cable (a second major link, from Moscow via Sevastopol, in the Crimea, to Italy is also under discussion), as the cable could contain a circuit for internal Soviet communications.

"This offers them a fantastic opportunity to build up their domestic telecommunications system without the expenditure of any foreign exchange," he said.

## Puerto Rico seeks concessions from north America trade pact

PUERTO RICO has asked the Bush administration for the exclusion of rum and canned tuna from a North American Free Trade Agreement (Nafta) with Mexico and Canada and for special protection for most of its products, Reuter reports from Washington.

"Extension to Mexico of the benefit of duty-free treatment for rum and tuna, two of Puerto Rico's principal prod-

ucts, could place Mexico at a considerable competitive advantage," Mr Antonio Colorado, Puerto Rico's secretary of state, said.

He told an inter-agency hearing on the proposed pact that import tariffs on other products that are key for Puerto Rico should be lowered over long periods, "such as 20 years", Mr Colorado said. Textiles, apparel, leather goods

and some farm products in particular needed protection. Puerto Rico, a self-governing US Caribbean territory, was not against Nafta.

But, without adequate protection, plans to reduce trade barriers in North America first and the whole western hemisphere later could seriously harm the economy of Puerto Rico and other Caribbean and Central American nations.

## Pepsi puts fizz into Israel's drinks market

By Hugh Carnegie in Jerusalem

PEPSI-COLA, for years conspicuous by its virtual absence in Israel, will soon be in general sale following a decision by PepsiCo's Pepsi-Cola International (PSI) to enter the Jewish state's small but fizzy soft drinks market, where Coca-Cola has long been entrenched.

The move should lay to rest Israeli suspicions, strongly denied by Pepsi, that it was abiding by an Arab boycott of trade with Israel for fear of jeopardising its strong market share in countries such as Egypt and in the Gulf. By contrast, Coca-Cola, with its high profile in Israel, has traditionally been weaker than Pepsi in Arab markets.

However, the Pepsi announcement has triggered a local Arab-Israeli controversy over the right to sell its products in the

occupied West Bank and Gaza Strip.

PSI signed an agreement last month with Tempo Beer Industries, a leading Israeli drinks maker, which will produce and market Pepsi brands in Israel.

Neither company would disclose the value of the agreement or their sales targets. But Pepsi will have its work cut out to catch Coca-Cola products, made locally by the Central Bottling Company of Tel Aviv, which holds about 60 per cent of Israel's \$300m (\$177m) soft drinks market.

Mr Barry Holt, PSI spokesman, said the company had delayed coming to Israel because it was preoccupied by developing much bigger markets in India and eastern Europe. Pepsi is, however, already available on a limited scale through an Israeli chain of the company's Pizza Hut restaur-

ants. Mr Holt said Pepsi was confident the decision would not affect its business elsewhere in the Middle East.

However, Tempo quickly found itself under pressure from Jewish settlers in the West Bank and Gaza to give commitments that it would sell Pepsi products in the occupied territories, as well as in Israel "proper".

Mr Moshe Bornstein, Tempo chairman and leading member of the family which controls the company, told a radio interviewer he believed this would be the case.

But Mr Holt said the preliminary agreement signed with Tempo covered only Israel "proper". An extension into the occupied territories was not part of the original deal and was subject to further negotiations, he said.

## Foreign presence without foreign tax

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Data source: Chief Executives in Europe 1990

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Data source: Chief Executives in Europe 1990

FT SURVEYS

## CONTRACTS &amp; TENDERS

HONG KONG GOVERNMENT  
CIVIL ENGINEERING SERVICES DEPARTMENTDemolition of Kowloon Walled City  
P. W. Programme Number 1016 CA

## NOTICE OF PREQUALIFICATION OF TENDERERS

1. It is proposed that tenders will be invited in April 1992 from prequalified contractors for the demolition of buildings and structures in that area of Kowloon, Hong Kong known as the Kowloon Walled City.

2. The existing Kowloon Walled City occupies an area of approximately 2.8 hectares with buildings and structures varying from single to fourteen storeys. The project will comprise the demolition of all buildings and structures in the Walled City with the exception of the "Yamen" buildings which are located at the centre of the Walled city, and the removal of the building debris arising therefrom.

3. Contractors with proven experience in large scale demolition projects are invited to apply for prequalification documents to:-

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Civil Engineering Services Department,  
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FAX: (852) 311 5770

Completed prequalification submissions shall be submitted as directed not later than 12:00 noon on 1 November 1991 (Friday).

4. Joint ventures with other firms will be considered.

5. Government reserves the right to reject any Contractor's application at its discretion and without explanation.

(A.W. Malone)  
Director of Civil Engineering Services

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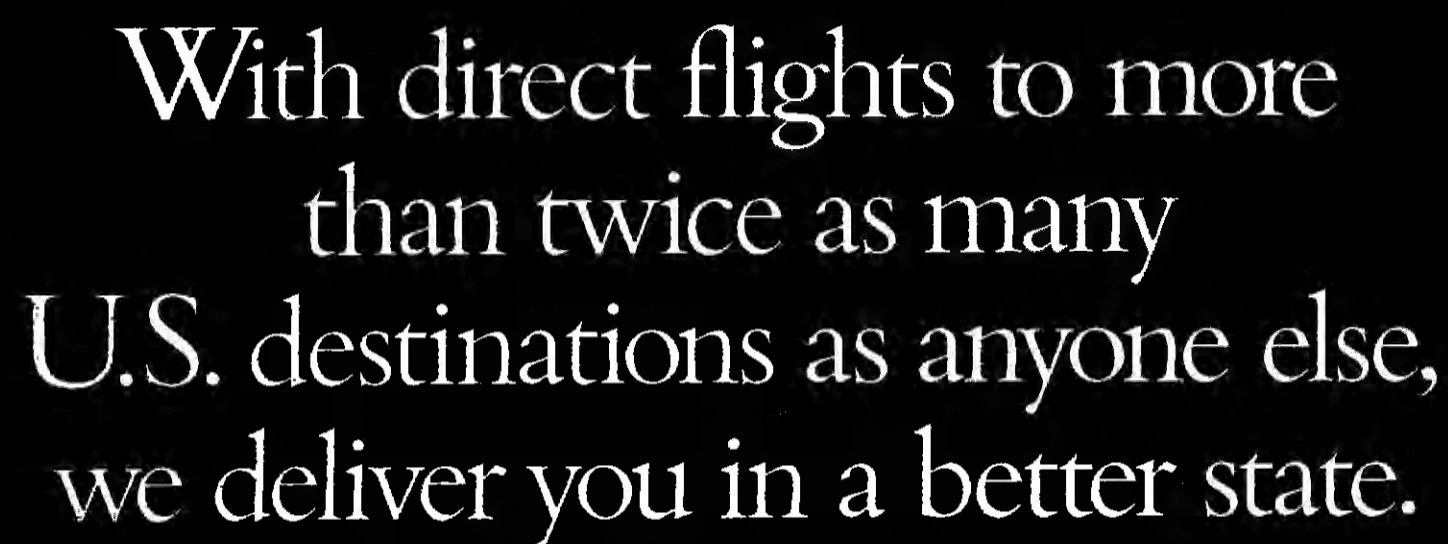
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INTERNATIONAL NEWS

Soaring currency hits Taiwan exports

A NEW surge in the value of Taiwan's currency last month began to take the shine off its export recovery, according to the Finance Ministry yesterday. Peter Wickenden reports from Taipei.

Despite vigorous intervention since June by Taiwan's Central Bank of China, the Taiwan dollar hit a 16-month high of 26.51 to the US dollar yesterday and looks set to climb further on the back of record export performances in May, June and July.

After year-on-year export growth of 21 per cent, then 31 per cent, then 14 per cent in those three months, August saw the growth rate dip sharply to 6.5 per cent, while imports for August rose some 21 per cent from a year ago.

South African mine reopens

Impala Platinum Holdings said its Bafokeng North mine, which was shut indefinitely on Tuesday evening following a deadlock in wage negotiations, was reopened yesterday. Reuter reports from Johannesburg.

The Bafokeng North mine was closed because of fears of possible violence following what management called threats and intimidation by workers underground.

Impala said in a statement the mine was reopened after discussions between management and employee representatives on Wednesday night.

Indian premier visits Germany

Mr PV Narasimha Rao, India's prime minister, left yesterday for Germany on a four-day visit to woo German investment in the newly-liberalised Indian industry. AP reports from New Delhi.

The visit demonstrates a departure in India's foreign policy priorities that traditionally had made Moscow the first port of call for a new prime minister.

Peace comes to Western Sahara

UN peacekeepers were due in the Western Sahara yesterday to monitor a ceasefire ending 15 years of sporadic desert war in the territory, Reuter reports from Rabat.

A formal ceasefire comes into force today. Once peace has been restored in the phosphate-rich former Spanish colony, its people will be allowed to vote for self-rule, as demanded by Polisario rebels, or integration with Morocco.

The advance party of 240 UN military and civilian observers was expected to travel through Casablanca to the sparsely-populated territory.

Diplomats said a major reason for Polisario's acceptance of the plan was King Hassan's rapprochement with both Libya and Algeria, substantially reducing arms supplies to the rebels.

Israel to press on with loan request to US

By Hugh Carnegie in Jerusalem and Lionel Barber in Washington

ISRAEL said yesterday it would press ahead with its request for big US loan guarantees, despite strong pressure from Washington to delay the issue to avoid disrupting plans to hold a Middle East peace conference next month.

At the same time, US officials said President Bush was also seeking firmer commitments from the Israeli government to halt settlements in the occupied territories before granting the guarantees.

Both Mr Bush and Mr James Baker, US secretary of state, were worried that an early decision to approve the loan guarantees could offer Arab parties an excuse to delay taking part in a Middle East peace conference, tentatively set for next month.

The background will be in the US Congress. If Israel seeks to use pro-Jewish sentiment to push through approval of the loan guarantees in this year's foreign aid appropriations bill, it is heading for a collision with the administration. The foreign aid bill is expected to come before the Senate this month.

The dispute dispelled Israeli hopes of isolating the question of the guarantees, which Israel wants to back \$10bn (\$5.9bn) in borrowing to help finance Soviet Jewish immigration, from the peace process.

Mr Yitzhak Shamir, the hardline Israeli prime minister, refused to acknowledge that he had been asked to hold back the loan guarantee request, despite the disclosure by Mr Baker that he had twice talked to him about the matter.

"No one in the United States objects to our submitting this request. Therefore we are

submitting it. The day after tomorrow, the secretary of state will receive it," Mr Shamir told reporters.

He added his government's rejection of linking the aid request to the peace initiative. "We oppose any linkage of this kind. We don't believe it has any justification."

However, the acute budgetary strain caused by immigration has made the guarantees an issue of vital importance for Israel, and therefore exposed Mr Shamir to US pressure.

Mr Baker was careful to avoid saying support for the loan guarantees would depend on Israel's co-operation in the proposed peace conference. But he stressed that discussing large additional assistance for Israel, already the biggest recipient of US aid, could upset the delicate efforts to bring all sides to the table.

Israel argues that the loans it wants guaranteed - and therefore made cheaper - are for a purely humanitarian cause of immigrant absorption. But its Arab opponents see the guarantees as an indirect subsidy for expansion of Jewish settlements in the West Bank and Gaza Strip, as evidenced by a recent Israeli building boom there. Washington has repeatedly demanded a halt to settlement, to no avail.

Mr Shamir is banking on winning sufficient support in Congress to push through the loan guarantees quickly, despite Mr Baker's call for a delay. Delay beyond the end of this month would shift the issue into the next fiscal year, making approval a lengthier and more difficult process.

De Michelis offers peace inducement

By Hugh Carnegie in Jerusalem

MR Gianni De Michelis, the Italian foreign minister, yesterday held out the prospect for Israel of deep economic integration with the European Community as a goal eagerly sought by Jerusalem - if it reaches a peace agreement with its Arab neighbours.

His offer underlined an approach adopted by the EC since the Gulf crisis of seeking to nudge Israel towards a more conciliatory stance on the Palestinian and broader Arab-Israeli conflicts by offering valuable economic inducements. The EC is Israel's biggest trading partner and Israel is anxious to protect its access to the increasingly integrated community markets.

Mr De Michelis said in a lecture at Tel Aviv University the EC was ready to offer Israel "clearly defined integration modelled on the economic accords that we are concluding with the Efta countries". He said Israel fitted the requirements of being a political democracy and a market economy and it would derive economic security from such an arrangement.

But both in his speech and at an earlier press conference he made it clear the offer was conditional on a successful peace process.

Integration of the need for Israel to return the occupied West Bank and Gaza Strip, captured in the 1967 Six Day War, to the Palestinians. "Without an agreement, it would be impossible to negotiate anything in connection with a stronger integration or a stronger co-operation between Israel and the European Community," he said.

Local politicians accuse Britain of failing to stand up to China

Major fails to satisfy Hong Kong democrats

By Philip Stephens and Angus Foster in Hong Kong

A COMMITMENT by Mr John Major to consider accelerating the pace of democracy in Hong Kong failed yesterday to persuade local political leaders that the UK is doing enough to stand up to China.

The British prime minister, who arrives back in London this morning after a six-day trip to Moscow, Beijing and Hong Kong, said he would examine carefully the results of the first direct elections in Hong Kong next week.

As part of the colony's transfer in 1997 to China, 18 out of 60 seats will be directly elected. The rest are either indirectly elected through business and trade associations or appointed by the governor. Under the agreement with Beijing the number directly elected will rise to 20 in 1995.

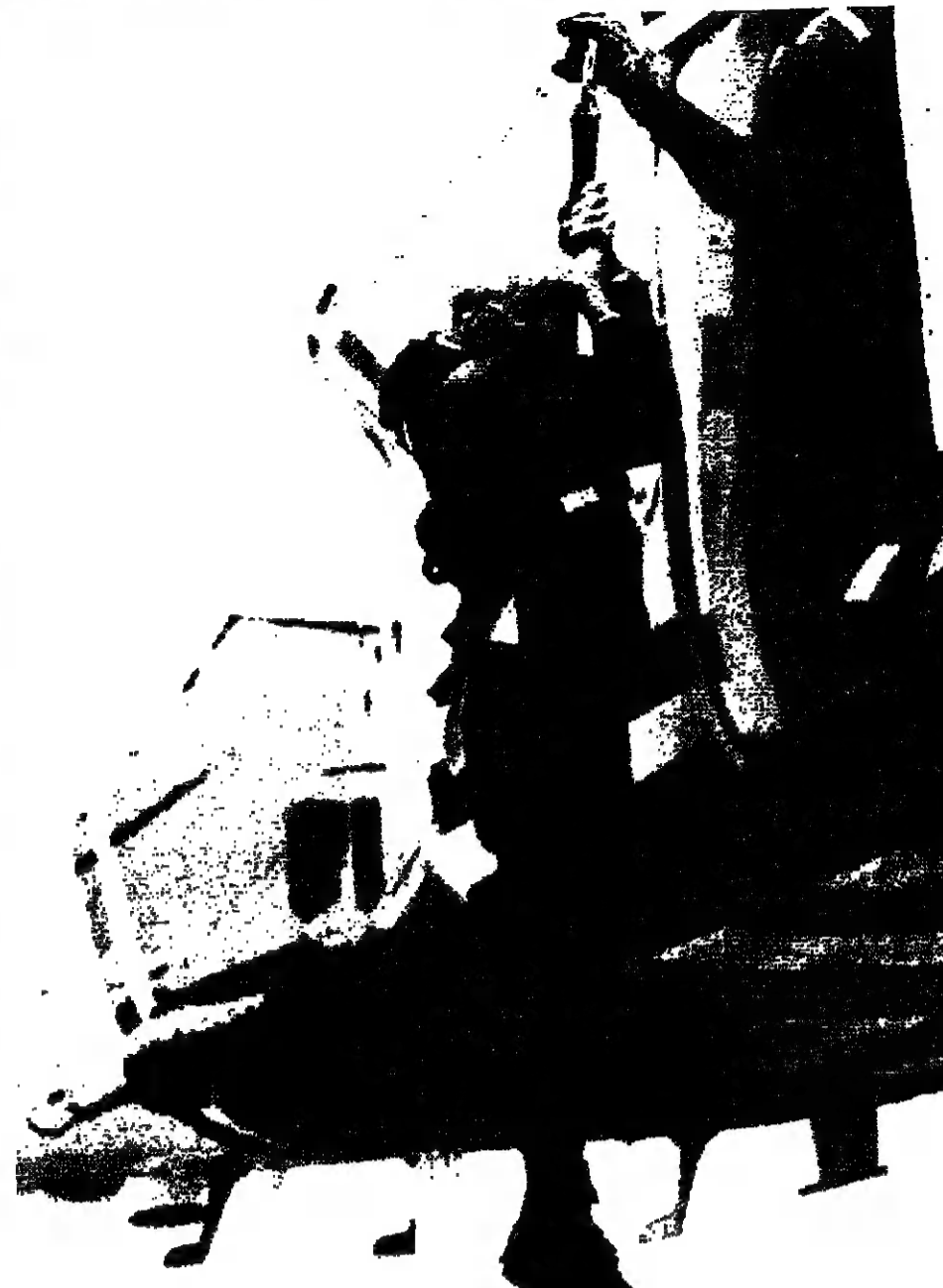
Mr Major said that if the elections were "successful", Britain would consider negotiating with Beijing to accelerate the move towards democracy. He emphasised that the agreement signed this week with Chinese leaders would break the deadlock in efforts to secure a prosperous future for Hong Kong.

He pledged to intervene personally if the deal struck on Tuesday with the Chinese prime minister, Li Peng, to break the deadlock in the Joint Liaison Group did not solve the remaining outstanding issues on the colony's future.

In meetings with business and political leaders yesterday, Mr Major emphasised the importance of the "clear-cut and public reaffirmation" by Li Peng that China would observe the letter and the spirit of the 1984 Joint Declaration, which provides for separate administration of Hong Kong after 1997.

His stance, however, failed to satisfy Mr Martin Lee, leader of the United Democrats of Hong Kong, the colony's largest political party.

Mr Lee accused Britain of showing a "lack of concern for the rights and freedoms of the people of Hong Kong". He described as "highly ironic" the contrast between Mr Major's tough stance on China's human rights record and



British foreign secretary Douglas Hurd is winched up in a Royal Hong Kong Auxiliary Air Force helicopter in a simulated rescue yesterday

pledge to give Hong Kong democracy. "Since then, Britain has been in constant retreat from this promise. Rather than establish democracy, your colonial administration is seeking to frustrate the process," he said.

Mr Lee's party is likely to win a majority of the directly elected seats next week and wants full democracy immediately. In a letter to the prime minister, the party reminded Mr Major of Britain's earlier

pledge to give Hong Kong democracy. "Since then, Britain has been in constant retreat from this promise. Rather than establish democracy, your colonial administration is seeking to frustrate the process," he said.

Commonwealth wants extra \$34m for democracy drive

By Robert Mauthner, Diplomatic Editor

THE British Commonwealth Secretariat is asking member countries to provide an extra \$34m over the next five years to finance programmes arising from new policy priorities it is setting itself.

In an address in London to the Commonwealth Trust and the Royal Institute of International Affairs, Chief Emeke Anyaoku, the Commonwealth secretary-general, said the new resources were urgently needed to tackle problems such as the promotion of democratic practices and human rights in member countries.

The Commonwealth's priorities will be set out in a report on "the role and structures of

the Commonwealth in the 1990s and beyond", due to be submitted by a high-level 10-nation committee to Commonwealth heads of government meeting in Harare next month.

Chief Anyaoku implicitly admitted that some member countries had failed to honour some of the Commonwealth's most resounding declarations, such as the 1971 Singapore declaration on individual liberties, equal rights and free democratic political processes.

The main challenge facing the Commonwealth was to prove worthy those people who thought of it as "a boring historical anachronism" or no more than a talking shop

whose members adopted grandiose declarations more honoured in the breach than in the observance, through a more determined implementation of its principles and declarations.

In coming years, the Commonwealth could, "in appropriate cases", assist in the resolution of conflicts arising from the introduction of pluralist political systems. Scope existed for the Commonwealth's well-tried mechanisms, such as special missions like the Eminent Persons' Group, which went to South Africa in 1986, and ministerial committees, to be deployed more effectively to promote the Commonwealth's political objectives.

Chief Anyaoku stressed, however, that democracy could not be a panacea for all problems in member countries. There were many developing countries which had maintained impeccable democratic credentials, but which were still wrestling with crippling development problems.

Encouragement for democracy must therefore be accompanied by effective action to address big socio-economic problems. "Otherwise, there will be the risk of a backlash and eventual disillusionment with the democratic process."

Referring to the decision by a committee of Commonwealth foreign ministers last February

Australia toughens rules on media

By Emilia Tagare in Canberra

THE Australian government has tightened media cross-ownership rules to stop television proprietors from gaining indirect control of his newspapers through their associates.

Amendments to broadcasting laws adopted by the cabinet late on Wednesday night are designed to prevent further concentration of Australian media assets.

The government has been particularly worried about the bid for the Fairfax newspaper group recently by Tourang, a consortium led by Mr Conrad Black, the Canadian chairman of the London Daily Telegraph group, and Mr Kerry Packer, owner of the Channel Nine national network.

Mr Packer holds 14.9 per cent of Tourang, which is below the media cross-ownership threshold. The Broadcasting Act bars a radio or television licensee from controlling more than 15 per cent of big newspapers.

However, two of Mr Packer's former employees hold 3 per cent each of Tourang.

The amendment, expected to be approved in parliament, gave a clear definition of an "associate" and includes relatives, employees or employers and advisers.

The amendments also give the Australian Broadcasting Tribunal power to inquire into a buyer's associate relationships to determine if there is a likely breach of the 15 per cent cross-ownership limit or the 20 per cent foreign interest limit in an Australian radio or television station.

Mr Kim Beazley, the communications minister, said it had been necessary to clarify the wide powers of the tribunal because of the number of big ownership changes which had been taking place in the Australian media.

Apart from the problem with cross-ownership limits, Tourang also faces a hurdle of foreign ownership limits. Foreign holdings of more than 15 per cent require government approval.

Collor seeks coalition partners

By Christina Lamb in Brasilia

BRAZIL's President Fernando Collor de Mello has stepped up negotiations with politicians and businessmen in what is believed to be an attempt to form a coalition "government of national consensus" to fight the worsening economic crisis.

The president and his officials have spent the past two days talking to opposition politicians appealing for a national dialogue to find a solution to the country's spiralling inflation - now back up to 15 per cent a month.

Even Mr Collor's enemies have been contacted, such as Mr Orestes Quercia, leader of the main opposition party, the centre-left PMDB, and a future

presidential candidate.

The government's hopes are pinned on implementing a radical overhaul of the constitution which would allow it to cut costs by sacking state employees and to raise revenues by increasing taxes. There is little support for the changes either in congress or among state governors, but without it another shock economic plan is thought inevitable.

Mr Collor plans to call a meeting of the Council of the Republic on September 17 to hammer out emergency legislation on the constitutional overhaul to put before congress.

The council, which comprises senior ministers and party

leaders, meets only in times of dire emergency.

After five economic shock plans in the last five years, realisation is growing that Brazil requires not short-term measures such as price freezes, but long-term solutions based on putting the Treasury's own finances in order through political consensus. Although politicians seem more disposed to talk than at any time since Mr Collor took office in March last year, they are far from agreed on how this should translate into policy.

To try to secure support the president may form a coalition with an opposition party such as the Social Democrats

(PSDB). Mr Tasso Jereissati, the Treasury's leader, after a meeting with Mr Collor, "the president recognises he is isolated and is disposed to widen his base."

● Brazil, Argentina and Chile signed a joint declaration yesterday aimed at making the Southern Cone region a chemical and biological weapon-free zone. The agreement, signed by foreign ministers in the Argentine town of Mendoza, prohibits them from developing, using or retaining biological or chemical weapons.

Brazil's Foreign Ministry said yesterday that other South American countries were expected to join the pact.

Canadian foreign reserves surge

By Bernard Simon in Toronto

THE unrelenting popularity of the Canadian dollar contributed a 7.2 per cent surge in Canada's foreign currency reserves last month to their second-highest level on record.

The finance department in Ottawa said that the reserves reached US\$18.65bn (£11bn) at the end of August, up from \$17.4bn a month earlier.

Intervention by the Bank of Canada to contain the rise of the Canadian dollar accounted for about \$500m of the increase. But the dollar, which has defied predictions over the past two years that it was due for a big drop, continued to appreciate last month, gaining about three-quarters of a US cent.

The currency stood yesterday at \$7.67 US cents, within 1 cent of its peak for the past decade. Mr Barry Weinstein, vice-president for foreign exchange marketing at Canadian Imperial Bank of Commerce, said yesterday the dollar was likely to remain strong for at least the rest of the year.

The Bank of Canada has so far resisted calls by exporters to allow the currency to drop by cutting interest rates. Instead, it is giving highest priority to containing inflation.

Recent cuts in interest rates in the US, Britain and Australia have further enhanced the Canadian dollar's attractions as a high-yielding currency.

US fight over judge descends below belt

By George Graham in Washington

THE battle over the nomination of Judge Clarence Thomas to fill a vacant seat on the US Supreme Court has begun to descend into below-the-belt tactics.

To the apparent distress of the White House and of Judge Thomas himself, conservative groups have begun to air hard-hitting television advertisements questioning the ethics of liberal Democratic senators who are expected to figure in the nomination debate, due to begin next week, such as Edward Kennedy and Mr Joseph Biden.

Mr Thomas's supporters fear the advertisements may be counterproductive by spurring opponents who have so far found him hard to attack.

Mr John Sununu, President

George Bush's chief of staff, has telephoned the advertisement's sponsors to urge them to withdraw it.

The nomination of Mr Thomas, a 43-year-old black conservative lawyer, has divided civil rights groups and African-American organisations, which have disagreed with his views but found it hard to oppose a man who has achieved his current position as a judge on the US appeals court from a background of poverty in segregated Georgia.

The National Baptist Convention, the largest black church in the US, said Mr Thomas's nomination perpetuated "stereotypes, myths and misrepresentations of an African-American people".

Cost of cleaning N-arms plants could reach \$38bn

By Lionel Barber in Washington

THE COST of cleaning up contaminated nuclear weapons plants in the US could reach \$38bn (\$22.4bn) over the next five years, according to revised spending plans unveiled yesterday by the US Energy Department.

The report relates to spending due to begin in fiscal 1992, which starts in October 1992. However, it does not set a fixed time or sum of money for the total clean-up of the plants, which produce material for nuclear warheads.

Reports of extensive radioactive

contamination at US nuclear weapons plants surfaced four years ago. The Energy Department's research laboratories and bomb-building plants employ more than 100,000 people, but much of the production work is done at factories which are more than 50 years old.

● A National Academy of Sciences (NAS) report yesterday suggested that the US could scale back its arsenal of nuclear weapons, particularly long-range missiles aimed at the Soviet Union.

Insurance rebates stalled

NEW regulations requiring insurance companies to issue rebates to policyholders in California have been stalled by the state's legal administrator, Louise Kehoe reports from San Francisco.

The "emergency" regulations, issued by Mr John Garamendi, the California insurance commissioner, last month, limit insurance company profits to 10 per cent and require immediate rebate payments. They were aimed at implementing Proposition 103, the "insurance reform" ballot initiative passed by California voters three years ago.

However, Mr Marz Garcia, director of the state Office of Administrative Law, rejected Mr Garamendi's emergency regulations, saying no emergency existed. New regulations should go before public hearings, a process that could take months. Mr Garamendi in turn appealed to California governor Pete Wilson to overrule Mr Garcia.

Weak business spending forecast

Spending by US businesses to expand production is expected to rise a scant 1.6 per cent this year after inflation, the weak-est showing since a decline in 1986, the Commerce Department said. Reuter reports from Washington.

Real capital spending rose 4.5 per cent in 1990 and 10.4 per cent in 1989. A gain of 1.6 per cent this year would be the smallest rise in five years.



## UK NEWS

# Soviet food aid proposals win industry backing

By Guy de Jonquieres, Andrew Jack and John Thornhill

LEADING British food and retailing companies yesterday enthusiastically backed a UK government plan to help relieve food shortages in the Soviet Union, but many said the government would have to provide further substantial funding if the plan was to have much impact.

Mr John Gummer, agriculture minister, and Mr Peter Lilley, the trade and industry secretary won the support of 40 senior executives to send teams of experts to the Soviet Union to study ways to reduce waste and improve the Soviet food chain.

"It is the whole of the food chain we are concerned with. You have got to make sure that every link in that chain works if food is to get to the consumer," Mr Gummer said. "These 'holistic' teams were first proposed by President George Bush and Mr John Major."

Sir Ronald McIntosh, chairman of the British Food Consortium, an alliance of food companies with interests in the

Soviet Union, and six other senior executives will leave for Russia and the Ukraine within the next few days. A further five or six teams will prepare more detailed studies over the coming months.

The teams will study harvesting, processing, storage and distribution.

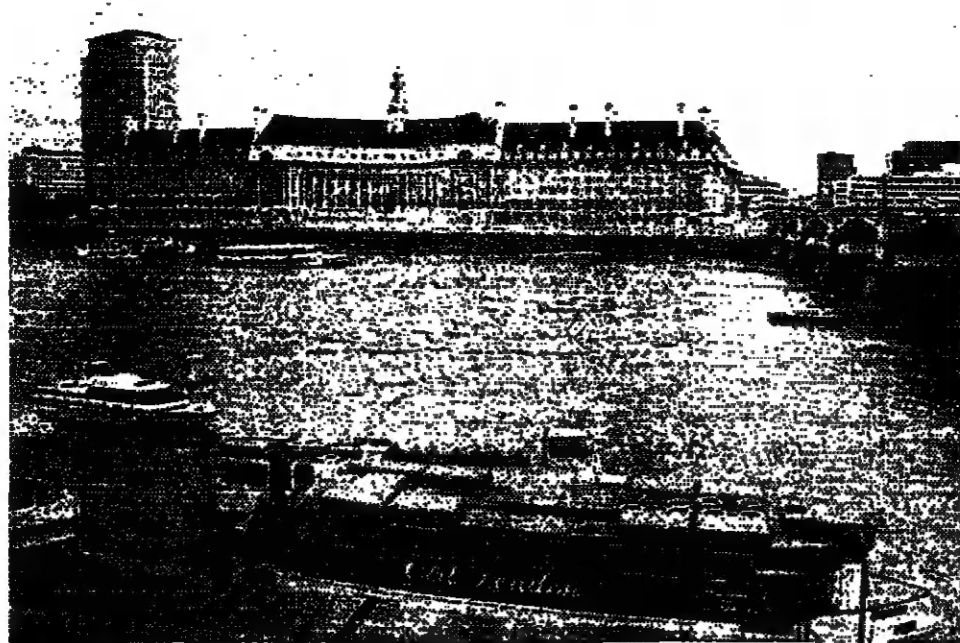
Assistance may include technology transfer, training, exchanges and providing experts to work alongside Soviet farmers.

This initiative will draw on the £50m the British government has committed over the next three years to the Soviet "know-how" fund.

Mr Lilley described the response of British companies as being "altruism in the face of short term problems and commercialism in the face of long term opportunities."

But although many companies were willing to provide personnel and expertise, few were prepared to commit significant financial or management resources.

Other Soviet news, Page 2



MR Michael Heseltine, the environment secretary, yesterday granted planning permission for the commercial redevelopment of County Hall, (pictured above) the neoclassical building opposite Parliament which used to be occupied by the Greater London Council writes Vanessa Houldier.

The London Residuary Body, which has the task of selling the building, welcomed the decision and said that it could now get down to serious talking with a number of interested buyers. Mr Heseltine's decision follows a drawn-out planning battle in which the opposition Labour Party and the local council opposed the change of use of the building.

Planning delays contributed to the collapse of a £185m offer for the building by the County Hall Development Group, an Anglo-Japanese consortium.

## TRANSPORT

### Investment in Underground 'cannot come from fare rises'

By Richard Tomkins, Transport Correspondent

LONDON Underground will not be allowed to introduce big fare increases to raise money for badly needed investment in the network, the Department of Transport announced yesterday.

It also ruled out the possibility that it would make up the difference by doubling central government grants.

London Underground said some extra cash could be released for investment through efficiency savings, but not enough to prevent the system deteriorating still further without extra cash from fares or grants.

The department was responding to a Monopolies and Mergers Commission report on London Underground which blamed serious deficiencies in services on "chronic under-investment" by successive governments.

Its response came the day after the government's

announcement that £2.8bn is to be spent on widening and improving the M25 London orbital motorway to cope with growing congestion.

The Monopolies Commission report, published in June, said London Underground saw the need for investment spending of £700m to £750m a year for the rest of the decade to provide an acceptably modern network. Current levels of investment are roughly half this figure.

Given the fierce competition for scarce government funds, the commission said, it would be unrealistic to expect the government to pay for this investment.

It concluded that the gap would have to be bridged by increasing fares beyond the rate of inflation.

London Transport wants big increases in Underground fares, but for several years it has been prevented from

introducing significant increases in real terms because of the possible political consequences.

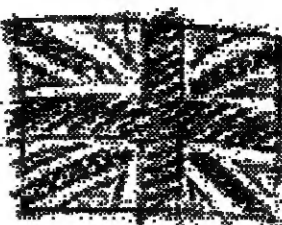
Mr Roger Freeman, minister for public transport, said yesterday that Underground fares had risen in real terms by 2% per cent a year over the last six years and the government was not convinced that there was a case for them to rise more steeply.

He fully accepted that government grants would remain the main source of London Underground's investment funds, but added: "It isn't reasonable to expect a quantum jump to be achieved in the short-term future."

Instead, Mr Freeman said the Transport Department and London Underground would work together to devise a 10-year strategic plan setting out safety, efficiency and quality of service targets.

Editorial comment, Page 14

## BRITAIN IN BRIEF



### Telephone duopoly is challenged

BT and Mercury Communications face a challenge to their lucrative duopoly on international telephone calls from the company responsible for running the hot line between the White House and the Kremlin. World Communications, a specialist US international telecommunications company, claims its service launched this week undercuts Mercury by up to 20 per cent and BT by even more. The service will initially target businesses which spend more than £5,000 a month on international calls.

### Shipbuilders face redundancy

Up to 800 workers at Yarrow Shipbuilders on Clydeside continue to face redundancy despite the prospect of a £150m warship export order for Malaysia. Yarrow, a subsidiary of GEC, warned earlier this year that several hundred workers on short-term contracts would not have their contracts renewed. The group said the hoped-for Malaysian deal, which would fill an empty export order book, would not alter the plans.

### Lloyd's unveils new plans

Lloyd's of London has unveiled a new marketing package designed to boost its share of the UK commercial insurance market. Lloyd's of London has adopted a more aggressive approach to marketing over the past two years, focusing initially on professional indemnity, commercial motor, accident and health, term life and contingency insurance.

## Statistics support upturn

Forecasts that an economic upturn is likely to start soon have been supported by the continued rise of a statistical index of economic changes calculated by the Central Statistical Office. The longer leading index rose to 98.7 in July, from 98.3 in June and 98.5 in May, the Central Statistical Office said.

### Green products falsely labelled

The government is being urged by a House of Commons committee to tighten the law in order to prevent manufacturers falsely claiming that their products are environmentally "clean".

It is recommended that the Trade Descriptions Act should be amended to stop deceptive "green" claims for goods. Manufacturers could then be fined for making false environmental claims.

## Tobacco ads ban sought

The British Medical Association has renewed its call for a compulsory ban of tobacco advertising, claiming that new evidence proved that such bans rapidly reduced the incidence of smoking.

Statistics from New Zealand, Finland and Canada, which all forbid tobacco advertising, indicate that the proportion of cigarettes consumed per capita has fallen compared with the UK, according to the BMA. Action on Smoking and Health (ASH) and the Coronary Prevention Group, two anti-smoking groups. The government says a voluntary agreement with the tobacco industry to reduce advertising is more effective, and argues there is no evidence of a decline in smoking in Portugal and Italy, which have both introduced bans.

## Newspaper body 'lacks finance'

Mr Louis Blom-Cooper the last chairman of the Press Council accused the newspaper industry of starving its regulatory body of adequate financial resources over many years. In an "epitaph" for the Council, replaced by the Press Complaints Commission in January, Mr Blom-Cooper argued that proper financing would have enabled the Council to deal more vigorously with issues of press freedom and responsibility.

## BT to offer contracts

BT is to offer its 1,400 field sales force personal contracts in its first move to end collective bargaining for a largely non-managerial group. The Society of Telecom Executives, the main union affected, is urging its members not to accept the deal, claiming that BT is attempting to "buy out" sales staff for £1,000 or less each.

## House starts rise sharply

The number of new houses started by builders in Great Britain rose sharply during the three months to the end of July according to figures published by the government.

## London commercial TV station outbid

By Raymond Snoddy

LONDON Weekend Television has been significantly outbid in the competitive tenders for new commercial broadcasting licences.

LWT, which holds the London weekend franchise and is one of the "Big Five" ITV network production companies, bid less than £30m a year for the new 10-year licences to run from the beginning of 1993.

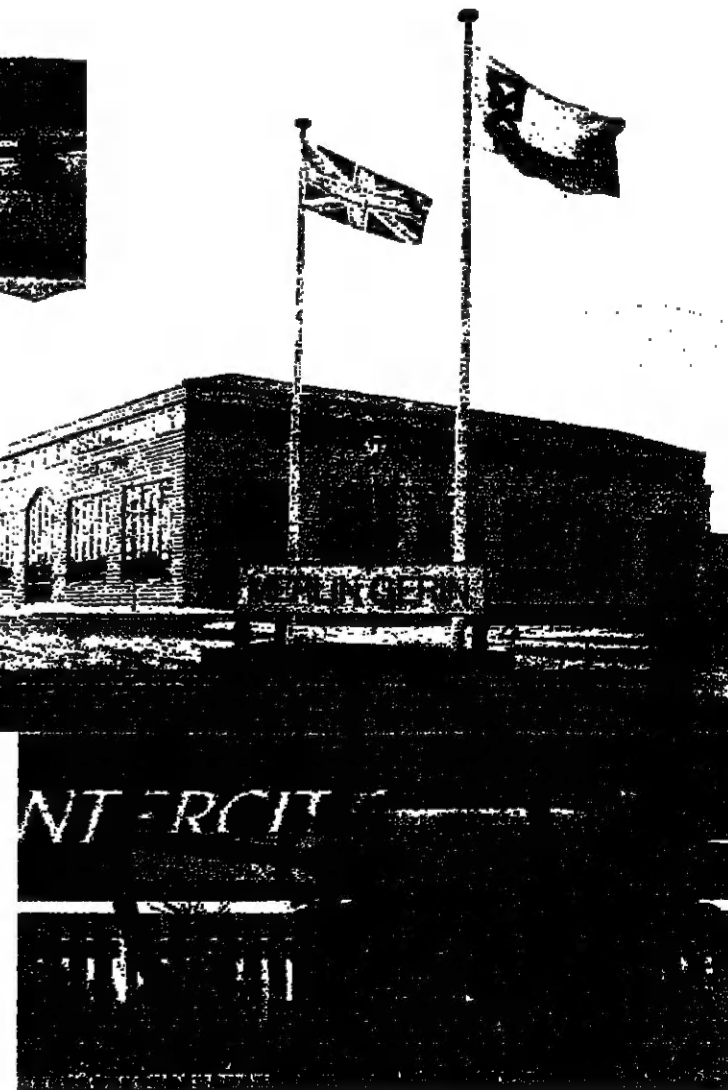
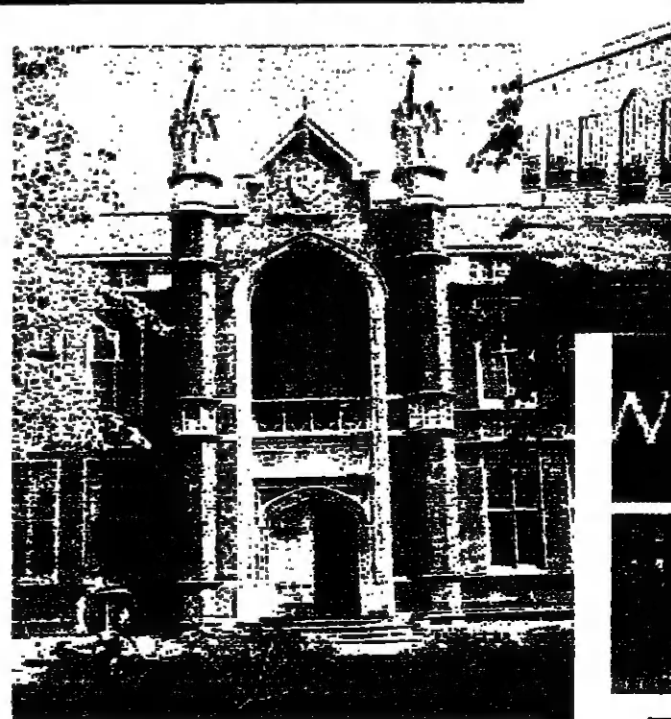
LWT's only rival, London Independent Broadcasting, a consortium led by PolyGram, the record company controlled by Philips of The Netherlands, has bid £25.4m in 1993 prices. Apart from PolyGram, the LEB consortium groups a number of leading independent production companies.

This means that three of the

big five, LWT, Granada and Thames have been outbid by rivals. Of the other two main network companies, Central judged correctly it was unopposed and bid just £2,000 a year and Yorkshire Television outbid two rivals with a bid of about £30m.

The Independent Television Commission met yesterday to review progress on deciding which applicants have passed a quality threshold.

Only applicants whose programme proposals and business plans make it over the threshold will have their bids considered. Final decisions on the threshold are not expected to be taken until later this month with winners announced next month.



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## UK NEWS

## British Rail to recall fleet of diesel trains

By James Buxton, Scottish Correspondent

BRITISH Rail is recalling much of its fleet of Class 158 diesel express trains for substantial modifications which will be paid for under warranty by their manufacturer, BREL.

About 90 two-carriage trains, which were intended to operate a high quality 90mph service on BR's regional routes including those between Glasgow and Edinburgh, are being taken out of service at the rate of about four at a time.

BREL at Derby and BR's engineering yard at Springburn, Glasgow, will replace aluminium supports carrying equipment under the aluminium trains, and remedy cracking in the door surrounds. The air conditioning equipment which has failed on many of the trains in Scotland will be also repaired.

The modification programme, which began about six weeks ago, is another blow to BREL, privatised from BR in 1989. This week it replaced Mr Peter Holdstock, chief executive, because of the company's failure to deliver trains to BR on time.

He was replaced by Mr Bo Sodersten, a Swede connected with Asea Brown Boveri, the Swiss-Swedish engineering company which owns 40 per cent of BREL.

Trafalgar House also owns 40 per cent, with 20 per cent held by management and employees. The cost to BREL of the repair programme is not being disclosed.

The recall is also a setback to British Rail which in Scotland is warning passengers that some trains may have fewer carriages than planned, which "may lead to some overcrowding or delays."

## MOTOR INDUSTRY

## August car sales fall 15%

By Kevin Done, Motor Industry Correspondent

NEW car registrations in August, the most important new car sales month of the year, fell by 15.1 per cent according to figures released yesterday, a lower rate of decline than earlier feared by the hard-pressed UK motor industry.

At the same time a surprise move Ford, the UK new car market leader, signalled that it was pulling back from the price war by announcing that it was increasing the prices of a large part of its range by an average of 3.9 per cent. It had previously raised prices by 3.4 per cent in January.

Ford triggered the price war at the beginning of July by cutting the list prices of old stocks of selected models across its range by between £1,000 and £2,000.

Ford's general list price level was left untouched by the so-called "summer specials" campaign of price cuts, however, and the company said that it was now increasing the list prices of most of its Fiesta, Sierra and Granada ranges by an average of 3.9 per cent.

Despite triggering the price war Ford, which was already under severe pressure, suffered a further setback in August as its market share shrank to 21.8 per cent from 24.3 per cent in the same month a year ago.

Ford of Britain collapsed into a loss last year for the first time in 20 years and its expensive cut-price marketing initiative during the summer has failed to revive its fortunes.

The motor industry was quick to dispel suggestions

that the slower pace of decline in August could signal the start of a recovery in demand.

The Society of Motor Manufacturers and Traders said that sales in August had been stimulated by the price war and warned that this "may have been achieved at the expense of fewer registrations later this autumn."

Vauxhall, the second placed car maker in the UK, said, "The price wars have boosted August sales probably at the expense of the rest of the year. This should not be seen as the beginning of the recovery for the motor industry. We do not expect that to begin until next year."

Before the start of the price war the motor industry had feared a fall of as much as 25 per cent in August sales.

## Nissan to recruit extra 1,000 workers for Sunderland plant

By John Griffiths

NISSAN will start recruiting another 1,000 workers for its Sunderland, Tyne and Wear, car plant next week. This is 500 more than previously announced by the company in its recruitment plans and will bring its total employment to 4,000 by autumn next year.

The extra employees are needed mainly because of expanded output of the Primera, the family saloon and hatchback which at present is the only range built at the plant, and for an additional small hatchback due to go into production next autumn.

Nissan Motor Manufacturing (UK), the UK production subsidiary of Japan's second largest car maker, said yesterday that a higher level of on-site component manufacturing and processing than first envisaged was also a significant factor in

the expanded recruitment. The company held out the prospect of a substantial number of extra jobs being created among its 179 European component suppliers - 120 of them in the UK.

It disclosed that virtually all the extra components business will go to the Sunderland plant's existing suppliers. The company has indicated a desire to increase its UK production in the longer term to 400,000 a year.

Nissan is stepping up output of the Primera this year to 120,000 from the previously scheduled 100,000, with about 80 per cent of output going to the Continent, Taiwan and Japan.

So far, the increased production has been achieved through increased overtime. But with Primera output expected to

stay at or above this level for the foreseeable future, NMM(UK) has concluded that a larger work force is necessary.

Since the 2640m Sunderland venture first went on stream, primarily as an assembly operation in 1986, Nissan has added a number of manufacturing processes, including an aluminium castings facility, engine machining plant and plastic moulding operations. The engine for the small car will also be manufactured mainly at Sunderland. As with the Primera, the engine block and gearbox will be the only major drivetrain elements imported from Japan.

NMM(UK) expects to build 100,000 units of the small car in 1993, lifting Sunderland's total output to 220,000 units a year, two-thirds of which will be exported.

## Telephone numbers to take an extra digit

By Hugo Dixon

BRITAIN's telephone codes will have an extra digit added to them in Easter 1994.

The change is needed because the nation is running out of numbers. Of the telecommunications regulatory body, said yesterday.

The shortage has been caused by the proliferation of new telephone services, the arrival of competitors to BT and the growing trend among businesses to have direct lines for employees rather than routing all calls through switchboards.

For ordinary telephone lines, an extra 1 will be added after the initial 0 in the code.

Other digits placed after the initial 0 will be used for services such as mobile communications, freephone calls and premium rate services, thus increasing the potential supply of numbers tenfold.

Of the telecommunications regulatory body, said yesterday.

The change will require users to reprint stationery and promotional material, but business and user groups generally welcomed the move.

The Confederation of British Industry said Ofel had chosen the best means of creating extra numbering capacity which was needed for business-to-business communications.

The Telecommunications Users Association said the code change would ultimately increase opportunities for users by promoting competition and choice.

For Londoners, the change will be the second in four years. Last year, the capital's old 01 code was replaced by 071 for inner London and 061 for Outer London. These will become 0171 and 0181.

## Summertime ends and now the politics can get serious

Alison Smith describes the party conference season

AS the British summer holiday season ends for another year thousands of politicians start to arrive at seaside resorts for the annual ritual of the party conference season.

Each of the three main parties - Conservatives, Labour and Liberal Democrats, have, in turn, a week to rally their supporters and to present themselves in the best possible light. In this last pre-election conference circuit, the image will be even more closely monitored than usual.

The rise of a "conference season" and its tendency to occur at the seaside both date from the 1930s. The political attraction of Blackpool, in the north west of England, Brighton and Bournemouth, both on the south coast, which are the three most popular locations, lies not necessarily in their respective ambiances, but in large-scale conference facilities and wide range of accommodation they offer.

For both Labour and the Tories more than 10,000 people will be involved, a number which includes constituency representatives, journalists, observers, and organisations running exhibition stands.

Thus there is a need not only for the most luxurious hotel an expense account may demand, but also enough places in modest bed-and-breakfast establishments for party representatives paying their own way.

The Tory party conference has always been the most stage-managed, though in recent years Labour's presentation of the week has improved dramatically. The Liberal Democrats too have been tamed since the days when the Liberal assembly almost automatically took a more radical line than its leaders wished.

The three conferences remain different in tone, but have a common theme for party managers: how to keep in check the representatives, some of whom tend, more than is helpful, towards the caricature each party is trying to shed.

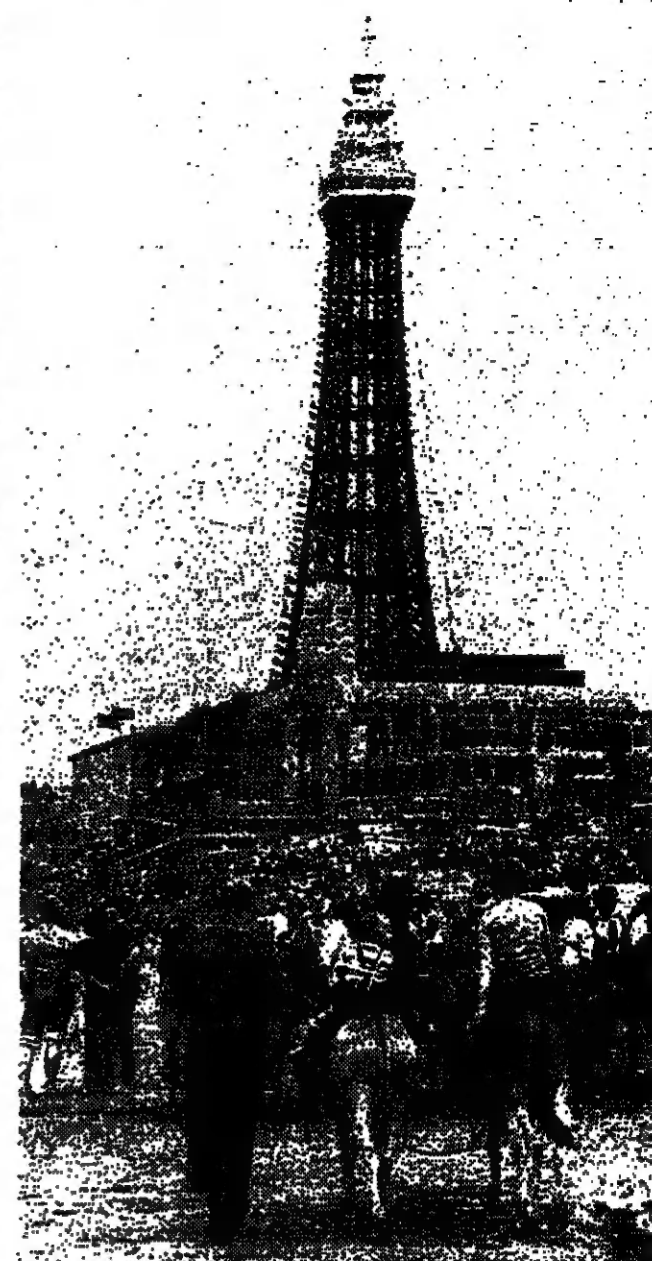
The styles of the two parties which merged three years ago to form the Liberal Democrats can still both be found among its representatives. Former members of the Liberal party tend towards woolly jumpers and sandals, and those from the former Social Democratic Party towards suits. Last year it balanced out sartorially somewhere around a tweed jacket.

For Labour, in contrast, the smart suit and the mobile telephone is now practically uniform. Labour conferences, however, still inflict a token defeat or two on the leadership each year.

Since the policy review of 1989 was adopted by conference, the leadership is more relaxed about conference decisions which conflict with that, because the policy review takes precedent. Nonetheless, such defeats enable the Tories to claim that Labour is divided over issues such as defence and public ownership.

Even for an occasion as stylised as the Tory conference, the week is not entirely risk-free. Expressions of dissent are so rare that where they occur, on issues such as high interest rates, they will always be reported with enthusiasm.

Remarkably, two years ago, there was even a defeat for the leadership, though on party organisation rather than pol-



After the holidaymakers have left the beaches of Blackpool, pictured above, politicians arrive in their thousands

icy. The last defeat on policy was, so far as anyone can remember, in the 1940s.

For each of the party leaders the conference is a showcase. Mrs Thatcher, the former prime minister, dominated the conference to an unprecedented extent, and each year the pressure rose for an ever-longer standing ovation.

In the party gatherings he has addressed so far, Prime Minister John Major's tone has been notably more low-key: it remains to be seen whether, like his predecessor, he can enable the conference to fade out with images of his progress through a crowd of rapt and ecstatic representatives.

Mr Neil Kinnock's conference speeches have not consistently been his finest hours as leader. His best performance was probably in 1985 when, in a devastating attack on hard left Militant supporters, he provoked the last platform walkout and won plaudits from the Labour mainstream.

For Mr Paddy Ashdown, the Liberal Democrat leader, the party's combination of extensive media coverage and few politicians familiar to the public means an endless round of engagements.

It is a sign of the party's growing confidence that next week its leader will be making only two conference speeches: last year it was three, and the

year before four. Less easy for the party's managers to control than the main debates are the fringe meetings.

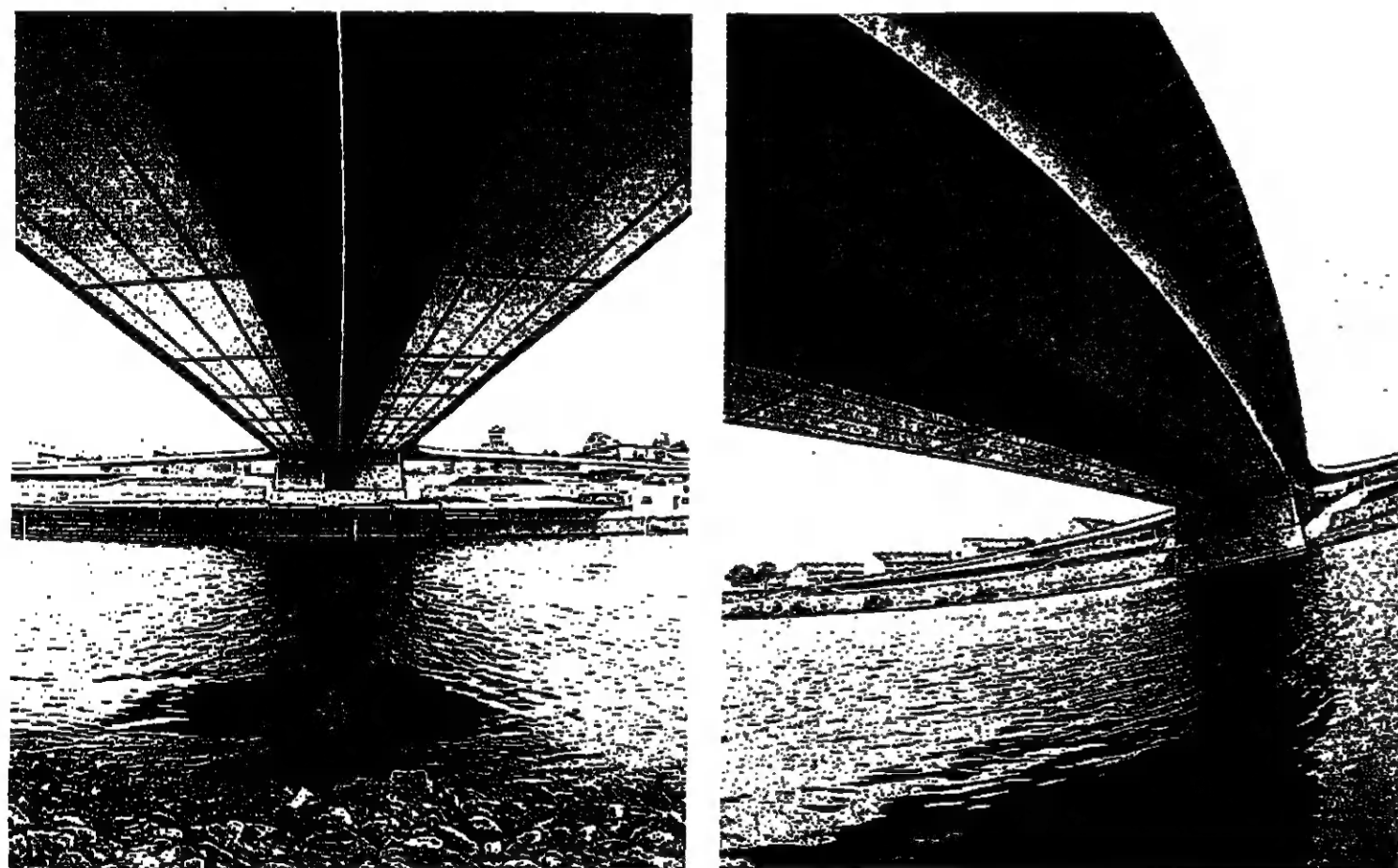
They range from private advice for local party organisers to speeches by senior figures currently out of favour, whose explanation of their positions can eclipse formal conference proceedings.

Overlapping with the fringe are the various organisations and lobby groups whose increasing eagerness to broaden their contacts has benefited all three parties.

And beyond the exhibitors' stalls, there is an apparently endless and visibly tiring round of receptions and parties, both commercial and political, which reaches its most frenzied and lavish at the Tory conference.

At the end of the season, as the MPs return to the House of Commons and the representatives to their constituencies, the parties' managers will probably be able to bank in the boost, albeit perhaps temporary, to their opinion poll ratings that is the reward for a well-trained and successful conference.

They would be wise not to rest on their laurels. Whoever wins the election, this time next year at least one party is likely to be facing a considerably rougher ride than in the current round of pre-election good behaviour.



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concerning the public offer on July 25, 1991, by Colima Holding AG (now Jacobs Suchard Ltd.) to buy all outstanding shares, participation certificates and Series "B" warrants of Jacobs Suchard Ltd. (now Amilock AG in liquidation).

- On July 25, 1991, Colima Holding AG (now Jacobs Suchard Ltd.) submitted a bid to the holders of shares, participation certificates and Series "B" warrants of Jacobs Suchard Ltd. (now Amilock AG in liquidation).
- In accordance with the decree issued by the Commission for Regulatory Matters on behalf of the Association of Swiss Stock Exchanges, that Colima Holding AG (now Jacobs Suchard Ltd.) not be subject to the supplementary period in accordance with Paragraph 3.7 of the Swiss Code governing Takeovers, the bid published on July 25, 1991, finally expired on August 30, 1991.
- In response to the offer, 440 registered shares (corresponding to 0.02% of the share capital and 0.03% of the voting rights), 463 bearer shares (corresponding to 0.08% of the share capital and 0.03% of the voting rights), 2454 participation certificates (corresponding to 0.39% of the participation certificate capital) and 8624 Series "B" warrants (corresponding to 4.31% of all outstanding warrants) were presented. In addition to the registered shares, bearer shares and participation certificates already held by Colima Holding AG (now Jacobs Suchard Ltd.), the company now owns 99.96% of the share capital and 99.80% of the participation certificate capital, which corresponds to 99.97% of the voting rights of Jacobs Suchard Ltd. (now Amilock AG in liquidation).
- The purchase price for all securities presented in response to the offer will be paid out on Thursday, September 12, 1991.

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## MANAGEMENT

# Wrong choice from the menu

Guy de Jonquieres suggests that McDonald's business methods include ingredients that spell trouble

When McDonald's opened a fast-food outlet in Moscow's Pushkin Square amid a blaze of publicity early last year, the event seemed to offer a richly symbolic contrast between the sophisticated efficiency of western consumer industries and the chaotic backwardness of the Soviet economy.

Yet, according to an article\* in the latest Harvard Business Review, McDonald's is far from a model of how a modern service business should be run. Indeed, the article condemns the company's methods as an anachronism, increasingly handicapping its competitiveness.

The authors, Professors Leonard Schlesinger and James Heskett of the Harvard Business School, argue that McDonald's is one of many American service companies which are being penalised by what was once their greatest strength: a standardised, production-line approach which deliberately emphasises technology, machines and systems and seeks to minimise the role of people.

"Front-line customer-contact jobs are designed to be as simple and narrow as possible so that they can be filled by almost anyone - idiot-

proof jobs," the article says. "Unfortunately, however, this industrial model flies in the face of what service-sector customers many times value most: the things that technology cannot do at all or as well as thinking human beings."

"In fact, the more that technology becomes a standard part of delivering services, the more important personal interactions are in satisfying customers and in differentiating competitors."

The result of the McDonald's-style approach is to lock companies into a "cycle of failure", the authors say. By offering unrewarding jobs, low wages and meagre training, they attract mediocre recruits and suffer high rates of staff turnover, further undermining customer service quality.

The bleak prognosis is underlined by an accompanying article\*\* by Stephen Roach, senior economist at investment bank Morgan Stanley, who argues that the entire US services sector is set for a shake-up as violent as that experienced by manufacturing industry in the past decade.

Though the US services sector has invested massively in automa-

tion, it accounts for more than 85 per cent of the country's installed information technology base - productivity has stagnated because companies have not cut costs by streamlining their workforces. Roach contends this inefficiency will be increasingly exposed by competition from foreign companies entering the US services market.

The three authors agree that new accounting and information systems are needed to pinpoint those areas where investments by service industries will yield the biggest returns. Though such measurements are notoriously difficult, Schlesinger and Heskett offer some guidelines as to where companies should focus their efforts.

They point to research which shows that customers' loyalty has much to do with the attitudes of sales staff: two thirds of defecting customers cite unsatisfactory service as the main source of discontent. Service quality, in turn, is closely linked with staff turnover.

Surveys by Sears, the large US retailer, have found consistently higher customer satisfaction at stores with low staff turnover. Marriott, the hotel chain, estimates that a 10 per cent cut in staff turnover would lower the number of "non-

repeat" customers by 1 to 3 per cent and increase annual revenues by between \$50m and \$150m.

However, the article says, putting service back into service industries depends crucially on redefining customer satisfaction criteria and focusing human resources on achieving them.

Taco Bell, a US fast-food chain owned by PepsiCo, is held up as a shining example. Since the late 1980s, Taco Bell has extensively restructured its business and introduced a number of innovations. They include:

● Careful recruitment of highly motivated sales staff able to work well under pressure, combined with continuous training. Higher staff quality enables each supervisor to control 20 restaurants, compared with only five three years ago.

● Freeing staff to concentrate on serving customers. Electronic information systems have cut by 15 hours a week the time spent by restaurant managers on paperwork, while food preparation has been removed from restaurants to large-scale central facilities.

At McDonald's, where food is still prepared at the restaurants, ever more complicated menus require



McDonald's is one of many US companies "being penalised by what was once their greatest strength"

managers to devote increasing attention to "back-room" operations.

● More sophisticated measurement of service quality and customer satisfaction, coupled with performance-related pay for restaurant managers.

As well as improving staff morale, these changes have produced an impressive financial performance. In the past three years,

sales growth at company-owned Taco Bells has exceeded 60 per cent while profits have risen by more than 25 per cent a year.

By contrast, McDonald's US restaurants increased profits by less than six per cent annually over the same period and their market share is increasingly under pressure.

The authors warn that raising service quality is a "tumultuous" process, requiring an unshakable

belief that it will pay off financially in the long run. Of all the challenges facing "old model" service companies, they suggest, the toughest is to recognise that their failures stem not from mistakes down the line but from deliberate choices by top management.

\* The service-driven service company. \*\* Services under siege - the restructuring imperative. HBR September-October 1991.

## Shell's pump-priming pays off in South Africa

Patti Waldmeir reports that the resources group is now forging friendships with its former critics

The new South Africa is a place rich in irony. For more than a decade, the African National Congress (ANC) led a worldwide campaign to force Shell to pull out of South Africa.

But when the ANC returned to Johannesburg after 30 years in exile, it did not let this stand in the way of a healthy commercial relationship with the company. Earlier this year, when Shell moved to a new building, the ANC bought Shell House in Johannesburg as its national headquarters. Shell, which officially remains on the ANC blacklist, threw a party to welcome the new owners.

So as the political situation improves in South Africa, Shell's decision to remain - it was the most prominent Western company to resist disinvestment - can be judged against new standards of corporate citizenship in a post-apartheid society.

For ANC officials are discovering, to their dismay, that investment halted by their protests in the 1980s may have been lost to South Africa for ever.

"I don't believe disinvestment had the effect that its architects believed it would

have," says John Kilroe, chairman and chief executive of Shell South Africa, a wholly owned subsidiary of the Royal Dutch/Shell group with turnover last year of \$5.5bn (£1.4bn).

Under new ownership, companies stopped complying with the liberal principles set out under the European Community and Sullivan codes of business conduct, which set minimum wage levels and guidelines for black advancement. "The new owners... considered that these things were done for people overseas; we don't have to do them now," he explains.

Under the new owners, educational programmes were halted, social responsibility spending fell, unemployment rose. "The people who really benefited were the South African companies which picked up these assets at bargain basement prices," Kilroe argues.

On the political level, the

ANC insists that disinvestment played a significant role in forcing the ruling National Party to abandon 40-year-old years of apartheid policy. Economists and businessmen dispute this, arguing that the disciplines of the marketplace were far more effective than either disinvestment or trade sanctions.

Kilroe sees the political liberalisation of the past 18 months not as proof of the coercive power of disinvestment, but as vindication of Shell's decision to remain. "It's satisfying to know our belief that Shell could achieve more by staying in South Africa than by disinvesting has been vindicated," he says in the company's 1990 business report. "The changes now being introduced are changes for which we have worked long and hard. They represent final recognition of the evil of apartheid, a commitment to positive renewal, and justification of our role in the process of change."

The degree to which Pretoria

was influenced by liberal pronouncements from business - particularly foreign-based business - must remain open to doubt.

But Shell none the less did its part for human rights; week after week, it placed full page advertisements in small newspapers which held out against apartheid at its most repressive. Left-wing publications such as the Weekly Mail, the Afrikaans Vrye Weekblad and the ANC-supported New Nation faced police harassment and censorship under the state of emergency of the late 1980s; they condemned human rights abuses ignored by mainstream papers. Shell was a major source of their finance; its adverts praised a free press, condemned residential segregation and championed non-racial democracy.

So at the level of rhetoric, Shell took a high profile stand against apartheid. Indeed, the company even participated in one of the most important

street demonstrations ever staged against Pretoria: a protest march through the streets of Cape Town (Shell's headquarters) in September 1989.

When one of the largest crowds in South African history set out to march on the city hall, a Shell executive was in the vanguard, along with church and other business leaders.

Pretoria's decision to allow the protest to go ahead peacefully marked a turning point; it was the first sign that P.W. de Klerk was serious about political liberalisation. But Kilroe insists that Shell's opposition was never political; apartheid was simply not the ideology on which to base a society in which South Africans can prosper and Shell South Africa can prosper along with them.

That prosperity will depend, most of all, on education. "The economy can't grow at 5 per cent a year, as it must do, because there are not enough

scientists and engineers," says the Shell chairman. (According to Shell, out of 10,000 black school entrants, only 27 gain entrance to university, and only one enters university to study maths and sciences. Only one per cent of blacks gets any technical training.)

"We earmarked the problem with maths and sciences for special attention," Kilroe says. The company sponsors a training programme for maths and science teachers at the University of Natal, and offers university scholarships for blacks, who are first sent to private schools for a year-long prep course to help upgrade the poor quality of their pre-university schooling. Overall, Shell spent \$6.1m in 1990 on education projects; it estimates that 2.2m children benefited from these programmes.

Overall, the company spends 7 to 8 per cent of net income on social responsibility programmes, which is relatively high by South African stan-

dards and compares with roughly 1 per cent for other Shell companies worldwide.

That fact leads Shell's main trade union adversary, Rod Crompton of the Chemical Workers union, to compare the company to "a man who goes to the pub and buys drinks for all his friends and has nothing left for his family".

But this criticism is surely unfair: staff terms and conditions are at least in line with the industry average; salaries are well above the minima set by the EC code of conduct; and judging by the low level of strike action, Shell employees are not seriously dissatisfied - last year, only 1 per cent of working hours was lost through strikes.

The percentage of black managers in Shell is still pitifully low - though that could be said of almost every South African company. Though 70 per cent of staff are black, only 15 per cent of managers are non-white (27 per cent at super-

visory level or above).

Shell says its goal is to have 20 per cent black managers by next year "to window dress," says Kilroe. "People have to be promoted on merit," he adds, noting that the company recently appointed its first black executive. He is Humphrey Khoza, public affairs director - the sort of highly visible (and often not too demanding) post traditionally given to blacks in companies trying to prove their non-racial employment policies.

"You can't be an equal opportunity company and go out into an environment that's not equal at all," Kilroe points out, acknowledging that much more remains to be done.

But of one thing he is certain: that Shell was right to stay and work for change from within. And to judge from the ANC's eagerness to purchase Shell House, it seems unlikely that the company's stand on disinvestment will have any long-term impact on its commercial prospects. For the time will soon have passed when politics takes precedence over economics and the ANC knows it will need companies like Shell to build the new South Africa.

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## TECHNOLOGY

**I**nternational Business Machines (IBM), the world's largest computer manufacturer, earlier this week launched a small computer aimed at the strategically important mid-range market. Big Blue has taken a battering in the past year in a market which has seen sales plummet and is looking to the new model for a much-needed shot in the arm.

The mid-range area covers computer systems for small businesses and departments of larger ones. In the past couple of years, it has emerged as the most important area of growth in the computer business, increasing by about 10 per cent a year. In the US, personal computer sales are stagnant (0.3 per cent revenue growth in 1991), while sales of mainframes are, if anything, in retreat.

At just \$12,000 (\$9,879 in the UK), IBM's new machine, the 9402 Model D02, represents a technological and performance breakthrough for IBM. For the first time in the AS/400 range - all the electronics of the logic circuits are contained on a single printed circuit board compared with two for the next machine in the range, the D04, and three for the original machine in the AS/400 range.

The improved technology has resulted in price and performance benefits: the new machine offers 18 per cent better performance and is 26 per cent cheaper than its predecessor.

For the first time, the operating system and some application software will be provided ready loaded on the machine - the so-called "plug and go" concept.

The launch, however, serves principally to highlight the difficulties faced by customers in deciding what mid-range machine is best for them, and the questions raised by IBM's mid-range product strategy.

These include:

- What power range will the AS/400 range eventually span?
- Which offers the lower "cost of ownership", the AS/400 or an open system machine (which is compatible with that from other manufacturers)?
- How should a customer choose between an AS/400 and IBM's own high-powered workstation, the RS/6000, for a mid-range application?

Today's AS/400 range can, to some extent, be seen as an exercise in catching up with industry trends. Digital Equipment, the world's largest minicomputer manufacturer, seized the initiative in the 1980s by exploiting what was then a

## Contest heats up in the middle ground

IBM's mid-range computers are critical to its recovery from damage inflicted by a stagnant market, writes Alan Cane

new trend in data processing, "downsizing" - the substitution of smaller, cheaper computers for large, expensive ones. In a sense, it was no more than an extension of the trend which had seen the rise of the minicomputer in the 1970s to replace the mainframe.

But the fact remains that even if customers find they can substitute a smaller machine for a larger one, they soon exhaust their machine's power capacity and seek ones with extra performance.

Because Digital's Vax range uses the same operating system, VMS, from its small Microvax through to the mainframe-like 9000, it is simple for users to increase power while running the same software.

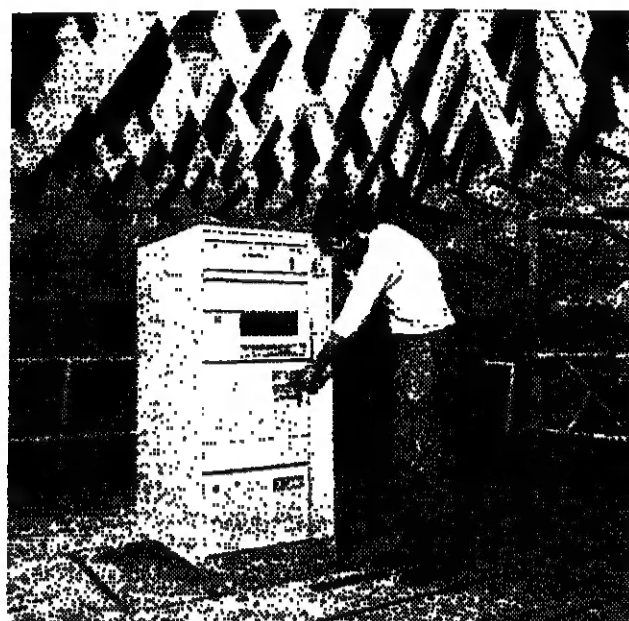
Most of the Vax range also runs Ultrix, Digital's version of Unix, the operating system which is quickly becoming the world standard for "openness".

Digital's initiative caught IBM napping. IBM had a diversity of mid-range machines of different design and running different operating systems. Because Digital had a single family of easily upgradable and compatible machines, IBM lost business to its rival hand over fist.

IBM's response to the challenge was the AS/400 range, a development of its System/38 family, perhaps IBM's most technologically radical computer. It was launched with a built-in relational database and "single level" storage - which made it easier for users to retrieve information.

The introduction of AS/400 also marked a new phase in IBM's relations with customers and software suppliers. Under the avuncular eye of Steven Schwartz, then general manager for mid-range systems, IBM consulted with its customers and persuaded software houses to write applications for the new range.

Schwartz's success is reflected by the fact that there are some 500,000 AS/400 systems installed worldwide,



AS/400 undergoing testing at IBM's Rochester Minnesota plant. The plant last year won the Malcolm Baldrige award, the US's premier badge of quality

while the broader mid-range, which includes workstations and top of the range PCs contributes about \$14m (equivalent to the sales of the third largest computer company in the world) of IBM's \$70bn global revenues and 30 per cent of its net income. Some 9,000 applications programs exist for the AS/400 family.

However, the mid-range market has changed. It can be served by a wide range of machines from networks of powerful PCs to workstations and small mainframes. Customers are increasingly asking for "open" systems which allow them to cut costs and connect machines from different manufacturers. IBM is trying to adapt to the speed of change in this new market.

"Application Business Systems", as the AS/400 sector is called, is now managed by Robert LaBant, an energetic and charismatic former general manager of marketing. He reports directly to Jack Knebler, IBM president.

In a recent interview with the FT, Mr LaBant argued that the AS/400 family now addressed the full range of data processing applications. The performance of the smallest member of the range, he predicts, will increase by 30 per cent a year (through technological improvements); and the price, he says, will stay at about \$10,000.

The top of the AS/400 range uses two processors; next year a machine with four processors will be introduced. "It is built. We are testing it now. I intend to take the AS/400 much higher, adding image processing, office functions and artificial intelligence. Over the next six years, I see a 100 per cent annual growth rate in terms of performance," predicts LaBant.

He envisages an eight-processor engine operating at

200m instructions per second - as powerful as the most powerful mainframe IBM makes today. But he emphasised that even the biggest AS/400s would not replace the largest mainframes IBM will build in future. LaBant believes the physical size of the smallest AS/400 will eventually shrink from desktop to laptop and even to palm-top.

On the challenge from open systems, and in particular from Unix, LaBant says, enigmatically: "Open versus closed; good versus evil. It is an interesting discussion."

LaBant argues that the initial cost of a Unix system may be lower than the AS/400, but over time the Unix and other competitors will cost more, given the level of features already built into IBM's AS/400 machines. "The operating system has a lot of built-in functionality - relational database, systems management capability, networking capabilities, security management and print functions."

He has no plans to run Unix on the AS/400. Rise (reduced instruction set computing) processors are another matter. Rise involves the use of simple, high speed microprocessor chips, which trade off speed against complexity.

LaBant is already thinking about using rise processors in the AS/400 family. "We have three options - we could use a rise processor as the basic engine, as an input/output processor, or as a co-processor. We are experimenting with an AS/400 running in parallel with an RS/6000 chip. We want to see which of our customers might be interested in such a machine. If there is interest we might announce it in 18 months."

Bond dealers, for example, would find such machines useful for both data processing and numeric calculations.

On the question of which computers to use for particular tasks, LaBant's answer is again well-rehearsed. Where the application is commercial, involving a high level of transaction processing with frequent calls to the database, the AS/400 should be the preferred choice. Where work is mainly scientific or technical, the choice should be the AS/400.

The arguments are persuasive, but so are the opposing views held by IBM's competitors: namely that open system and rise offer greater cost benefits. The continuing success of AS/400, however, is critical to IBM's own recovery from the damage inflicted by today's stagnant computer market.

### The cheaper way to powerful PCs

WHEN your personal computer runs out of speed for the tasks needed, there are two alternatives: upgrade the processor or buy a more powerful machine.

Upgrading the processor, by adding a further board to the PC, can often prove as expensive as buying a new machine. With this in mind Acer, the Taiwanese PC maker, has introduced "ChipUp", a way of upgrading the PC simply by replacing the main processor chip.

By prising the old chip away from the printed circuit board and replacing it with the new one, the machine automatically takes on the extra power and speed, as the input and output systems have been developed to handle the extra capacity.

The first machine to incorporate the patented technology is a 486SX machine, which can be upgraded to run on a 486DX processor. The cost of the upgrade is that of the Intel chip.

### Creaming the fat

A FAT substitute made entirely from milk, and which can reduce the fat content of creamy-tasting ice-cream from about 10 per cent to just 1 per cent, has been launched in Canada by Ault Foods, of Toronto.

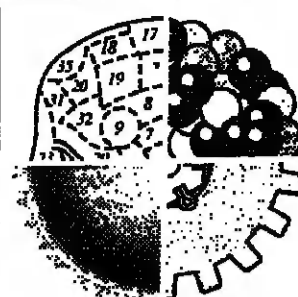
The company is using the Dairylight fat substitute in its "Sealtest Parlour" ice-cream brand; eventually the substance could be used in cheese, spreads and other dairy products.

To make Dairylight the company removes fat from milk and treats the protein milk solids through a patented filtration and temperature control method to give the creamy texture of full-fat milk.

Ault has also developed a completely fat-free version of the food, but felt it slightly impaired the taste of the ice-cream. Dairylight is being used in a liquid form, but Ault plans to have a powder version available soon which could be sold to other dairy product manufacturers.

### A store of knowledge

KEEPING a track of the latest stock and sales information in the retail trade can often mean stores having to constantly upgrade or change



### WORTH WATCHING

by Della Bradshaw

their electronic point of sale (Epos) equipment. That can mean changing the software at head office for sending information to and fro.

Digital Equipment has developed a software system that sits between the Epos retail systems and the head office business systems to enable them to communicate effectively, regardless of the supplier of the hardware - DTS, IBM, ICL, Siemens-Nixdorf or Telex.

Intended for the medium to large retailer, Decartian, as it is called, could also prove effective for retailers which acquire other outlets and otherwise might have to replace the Epos systems in the newly-acquired stores. Decartian runs on the Vax computer range and manages the flow of information from the central office back to the individual retail outlets, as well as polling the Epos systems in the stores for data.

### Testing brain disorders

A FOUR-year old Massachusetts pharmaceutical company has filed an application with the US Food and Drug Administration to begin human trials of a compound which could result in the more effective treatment of brain disorders.

Today, many standard pharmaceuticals cannot be used to treat the brain because of the blood-brain barrier, which prevents substances with a large molecular structure from entering the brain from the bloodstream.

Alkermes, of Cambridge, believes its RMP-7 compound overcomes the problem by temporarily loosening the tight junctions between the cells which comprise the blood-brain barrier. This allows small molecules such as drugs to enter the brain. The use of RMP-7, which

is a synthetic analog of a group of compounds known as receptor-mediated permeabilisers, could eventually be used to enable antibiotics to be used for the treatment of AIDS-related brain infections, or for delivering chemotherapy drugs for the treatment of brain tumours.

### Versatile copiers

ANYONE with a digital colour copier from Canon can now use the same machine as a scanner, to input colour pictures into desk-top publishing systems, or as a colour printer, thanks to a development in the UK.

Meterquest, of London, and Hawke, of Basingstoke, have developed an expansion card to fit into a PC to enable it to take pictorial data from the copier. The board incorporates an Immos transputer - computer on a chip - to process the massive amount of data needed for colour image processing.

The time needed between inserting the image into the copier and the time it appears on the screen is 20 seconds. Once the image is scanned, it can be manipulated before being printed out using the same copier. The card is being distributed in Europe through Canon outlets.

### Sound and light shocks

AN electronic gadget intended to reduce stress by bombarding the user with light and sounds is now available to French consumers.

Tested on top athletes over the past year by developers Alpha Energie of Pessac, France, the energizer works on the basis that the brain tends to take on the frequency of any stimuli to which it is subjected. Thus, says the company, by gradually generating stimuli to the ears and eyes on the same level as relaxing alpha waves, the machine creates a state of well-being.

The electronic box, headset and goggles can also reduce pain, says the manufacturer, which is looking for distributors outside France.

Contacts: Acer: Taiwan: 3 488 3188; UK: 0753 223024. Ault Foods: Canada: 416 628 1974. Digital Equipment US: 508 486 5111; UK: 0885 220011. Alkermes: US: 617 4494 0171. Meterquest: UK: 071 578 5587. Hawke: UK: 0800 581000. Alpha Energie: France: 55 45 40 05.

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## THE PROPERTY MARKET

## Funds aim to make a mark

By Vanessa Houlder

This week's launch of the first authorised property unit trusts (APUTs) just might turn out to be a landmark for the commercial property industry. If the funds take off, they will allow the industry to tap private individuals as a new source of investment finance.

The massive German funds, such as DBO and DCL, show what can be done. In Germany, high-yielding property funds are seen as an attractive alternative to bonds or equities for long-term saving plans.

However, it is hard to see this type of property fund inspiring the same popularity here in the foreseeable future. "I think it will be some time before it really takes off," says Mr David Sproul, a property expert at Arthur Anderson, the accountancy firm. "We are not as a nation great savers. There is still a lot of concern about where the property market is going. People may be jittery about the state of the residential market."

Mr Malcolm Tibbitts, a fund manager for Barclays Unicorn Property Trust, a fund which was authorised this week, acknowledges the problem. "It is more difficult to promote something when there has been a downward movement in values," he says. "People will be mindful of what has happened recently to values."

However, the new funds claim that their situation is in the assumption that the property market has hit bottom. "The way in which the market is counter-cyclically," says Mr Chris Laxton, a fund manager behind the £53m Norwich Union Property Trust, which was also launched as an APUT this week. "The small investor usually tends to come in at the top of the market and get out at the bottom."

Certainly, no one will be buying on the crest of a wave, this time. Since the Norwich Union Property Trust was launched a year ago, with institutional funds, the price of the has dropped from £1 to 80p.

This embarrassing fall was largely due to the poor performance of property company shares, which account for 10 per cent of the fund in an effort to ease liquidity.

Perhaps a greater deterrent is the long-term performance of the Norwich Union Property Trust, which was set up 20 years ago for Barclays' private clients. The company says that the fund has kept pace with the average performance of the property market and yet anyone who put £1,000 into the Barclays Unicorn Property Trust at its launch and reinvested the income, would now be able to collect just £4,763. The cost of living has gone up sixfold in the period.

Although the new funds believe that, by and large, the market has hit bottom, it is hard to envisage a rapid turnaround in the next couple of years. "It is a long-term investment. We are not expecting a blaze of glory on day one," says Mr Laxton. In the short term, income, rather than capital gain, would be the main attraction of the trust, he says.

"We are not putting it forward as an alternative to equities," he says. "We are trying to get it as a diversification." However, the convulsions of the past year it may be difficult to persuade

private investors of property's traditional virtues of stability and counter-cyclicality with its equity assets.

Private investors might also be put off by the lack of enthusiasm for property shares by many pension funds. Indeed, at the same time as Norwich Union is launching its new unit trust, its life fund is reinvesting its property holdings and has even sold some of its buildings to the trust.

Another worry for investors is the illiquidity of property investments. Investors may have been in the stock market crash, when they found they could not bail out of their investments. Property funds may be particularly attractive to those who are not used to the experience of Rodamos, the world's fourth-largest property fund last year, when it had to stop buying back shares at net asset value after the nosedive in the UK and US property markets.

In an attempt to overcome this, the Securities and Investments Board, the City regulator, insists that only 80 per cent of the funds in the new trusts should be put into property. Moreover, the funds have the ability to restrict individual holders to 10 per cent of the fund. "We won't be held to ransom," says Mr Laxton.

## A glut that will not go

First, the good news: the glut of offices which are coming on to the market is slowing, writes Vanessa Houlder.

In the three months to June, the central London office market saw by 1.5m sq ft. While this addition is significant in itself and brings the total stock to 1.5m sq ft it is less than half the rate of increase in each of the five previous years.

The bad news is that the slowdown will not help remove the glut. A report by the City of London Research, the City's own survey, shows that the office market is still in a state of surplus. The central London office market is still in a state of surplus. The central London office market is still in a state of surplus.

"If take-up remains at its current subdued level, available office space will continue to rise over the remainder of this year and into 1992," says the City of London Research. Vacancies in central London are likely to remain at an unprecedented 15 per cent for the next year.

The City, as usual, has the biggest show of "To Let" boards. However, new developments will be relatively



for several years, as the present vacancy rate of 18 per cent will probably not be exceeded.

The City is also competing for offices with Docklands, which has a surplus of large office blocks. The progress of the Docklands market is hampered by an over-supply of new offices in the City, while the City's position is put at risk by the plentiful supply of quality buildings at low rents in Docklands.

In the West End and London's "mid-town" markets, where the vacancy rate is 15 per cent and 15 per cent respectively, most surplus space is being absorbed. The City, as usual, has the biggest show of "To Let" boards. However, new developments will be relatively

choice of large, quality units is unlikely to be repeated within the next 5-10 years, possibly longer," says Debenham Tewson.

However, relatively few businesses can take advantage of this situation. Demand is shrinking to early 1990 levels. The problem is that a fundamental review of employment levels by many big central London firms is under way. Redundancies have afflicted financial services firms, accountants, management consultants, advertising agencies, and media staff. Only solicitors, insurance companies and energy businesses are actively looking for space.

Even those businesses determined to move are being frustrated. Getting rid of a rump of a business can be difficult at a

time of severe property oversupply. "The lack of incurring overheads on accommodation costs is a major factor in the improvement in demand," says Debenham Tewson.

The problem is worsening. As rents fall, tenants are increasingly finding they have to pay more than the market rent. They (or their new landlord) may have to make up the difference if they are to take a new tenant to take the place off their hands.

As a result, the rent price war alone may not be enough to stimulate demand. "Economic recovery needs to have taken a firm hold and the risk of double overheads minimised before tenants will respond in volume to the blandishments of very low rents," says Debenham Tewson.

## RENTAL GROWTH (%)

	Retail	Office	Industrial	All Properties
Year to July 91	0.9	-3.9	2.3	-0.7
Quarter to July 91	-0.5	-2.7	0.1	-1.2
Month of July 91	-0.1	-0.7	0.2	-0.3

Investment Property Database

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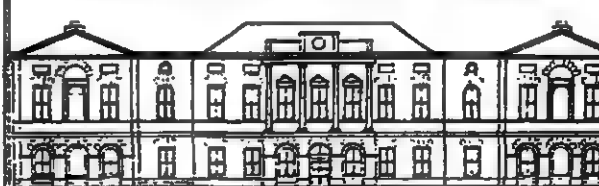
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Single-union proposal for new unit also includes controversial 'no disruption' clause

## Toyota seeks no-strike deal for UK plant

By John Gapper in Glasgow

TOYOTA, the Japanese carmaker, has proposed what some UK trade union leaders regard as a no-strike deal for a new British plant. It also aims to delay talks with the chosen union after it signs an agreement until at least 1994.

Toyota's proposals, contained in a confidential 50-page draft document, have alarmed union leaders competing for one of the most highly prized single union deals since 1979. The proposals include a 37-hour week in the plant at Tyne and Wear in north-east England in 1994.

The company is seeking a 38-hour five-day week when production starts in Burn-

naston, Derbyshire. Birmingham, in 1992. But it wants the freedom to work an extra two hours a day, and alternate Saturday mornings required. The most controversial proposal is for a "no disruption" deal under which any working practices disputes would be resolved by arbitration. The Acas conciliation service if they could not be resolved by negotiation.

This has worried officials of unions, including the TGWU transport union and the MSF general technical union, because they have taken a firm stance against "no strike" agreements of the type pio-

neered by the EETPU electricians' union.

The Union Congress, which is meeting in Glasgow, will today discuss a controversial motion put by which Japanese companies for "bringing alien working practices with them" to Britain and "undermining the single union deal."

Another controversial Toyota proposal is for negotiations to be delayed until at least April 1994. A settlement is expected by the end of the year.

Mr Bryan Jackson, Toyota's director of human resources, said he could not comment on proposals because he had agreed with union officials to

keep them confidential. However, he said any proposals were only initial ideas.

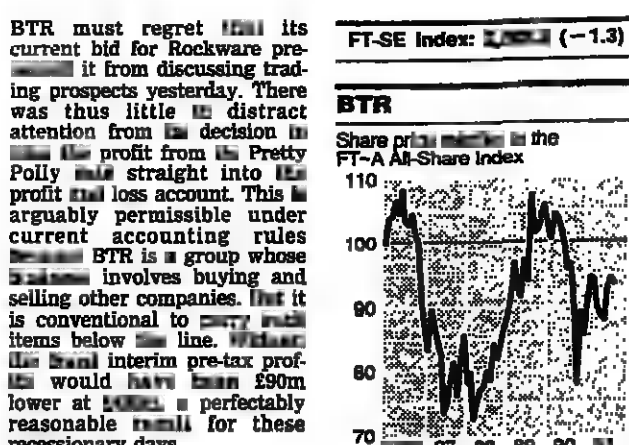
"People think we want to hold a gun to the unions' heads, but that is not our approach at all," said Mr Jackson. He said the company wanted a representation arrangement that would provide genuine partnership.

Toyota has scheduled three meetings with each union and has given each a copy of the draft agreement, along with 21 questions on the union's attitude to the deal. It will consider the responses after meetings and this month.

UK car industry news, Page 5

THE LEX COLUMN

## Drawing the line at BTR



BTR must regret its current bid for Rockware. It is from discussing trading prospects yesterday. There was thus little to distract attention from the decision in the profit and loss account. This is arguably permissible under current accounting rules.

BTR is a group whose shares involve buying and selling other companies. It is conventional to carry such items below the line. When the share interest pre-tax profit would have been £90m lower at BTR, a perfectly reasonable result for these recessionary days.

BTR's approach to the April 1991 draft proposals from the Accounting Standards Board (ASB) which had to be exceptional and extraordinary. It was, first, only shows how much the ASB had to run. From the ASB's point of view, such treatment makes for an unpredictable profit flow. It also leaves unanswered the problem that arises with goodwill. The ASB will prefer goodwill on acquisitions to be written off through reserves, rather than passed through the profit and loss account, but that could seriously inflate profits on disposals that are taken above the line.

The Pretty Polly bid is also striking for the low value of £20m at which it was carried on BTR's books. Assuming its similar conservatism in value, other companies, gearing, in the cent, looks overstated. That in turn makes the cover of ten times less surprising, and confirms the scope for BTR to go on the big acquisition trail. With yesterday's figures and the steep price he is paying for Rockware, Mr Alan Jackson, chief executive, has scarcely endeared himself to investors already impatient on that score. That explains why the shares ended a bit lower on the day.

**Sun Alliance**

Investment and which went about the early sale of UK mortgage guarantee loans after yesterday's collapse from Sun Alliance. The latest black hole in the insurer was vividly exposed last month when BAT's Eagle subsidiary revealed first half results. The loss of more than £100m. Sun Alliance's 18 per cent market share, calculated on the basis of the industry's estimate that the industry will be hit by this type of business could be an alarming £1bn in the year.

Sun, which has a 20-25 per cent market share, immediately countered expectations that it had been similarly hit and duly came in yesterday with a £250m underwriting

loss for the same period. Part of the difference is probably due to the better quality of its lenders, part may be explained by the fact that Sun's unearned premium reserve (premiums collected but not taken into the profit and loss account). The discrepancy still looks odd, though, when both companies' numbers appear to have provided for their share of building society repossessions, as well as firm claims. Besides speculating what Legal & General will do next week, the market will doubtless ponder Sun's interim dividend cut. A 5 per cent rise is hardly commensurate with the composite sector's premium rating.

**Burmah Castrol**

Burmah always admitted that acquiring Castrol would be mildly dilutive; but it can scarcely attach that label to yesterday's 18 per cent reduction in first half earnings. Trading profits from Petrochem fell by more than a fifth, against a forecast for last that at the time of the bid. Add in the negative effects of an audit tax structure, and the acquisition will certainly look slightly less than stellar until the recovery takes the rescue.

The acquisition of Petrochem was the knock-down price Burmah could pay for a strategic diversification. It can perhaps be forgiven for not predicting just how bad its earnings would be - only Castrol managed a resilient performance. But the second half will have to be strong indeed if management is not to be left with some egg on its face. Burmah shares have lost nearly a fifth of their value relative to the market since the start of last year. So far, there are few signs to justify a reversal of the trend.

**Blue Circle**

Blue Circle is another company whose experience holds out little hope of recovery in the broader economy. UK cement production has fallen by 15 per cent since last year's level. Careful control of costs and efficiency gains will help earnings rebound when recovery does finally come. Meanwhile, the balance sheet is strong, with considerable gearing of 30 per cent. With good demand in overseas markets, this lends the share a curiosity of value, though the historic multiple of 12 means there may still be much to be made in the short run.

## US indicts six officials of BCCI

By Alan Friedman in Washington and Richard Waters in London

THE US yesterday indicted six officials of the Bank of Credit and Commerce International (BCCI), along with a leader of the Medellín cocaine cartel in Colombia and Capcom Financial Services Ltd of London on charges of racketeering and laundering millions of dollars of drug money through BCCI.

Among those indicted was Mr Syed Ali Akbar, former BCCI treasurer and former head of Capcom, who was arrested by French customs earlier this year as he disembarked from a ferry in Calais. The US Justice Department said it had asked France to extradite Mr Akbar to the US to stand trial.

Mr Naqvi, the BCCI president who was first charged in New York in July, was listed as another of the defendants in yesterday's indictments. The Justice Department said it had not yet asked Abu Dhabi to extradite Mr Naqvi on charges of "technical assistance."

The charges included alleged use by Mr Akbar of BCCI of Capcom in the UK to hide and transfer \$23m of funds controlled by Mr Manuel Noriega, the former Panamanian dictator, who went on trial in Miami on drug charges yesterday.

Also named in the BCCI case was Mr Gerardo "Don Chepe" Moncada, a leader of the Medellín cocaine cartel, and four of his associates. They are accused of using the bank's international network between 1983 and 1988 to launder more than \$14m of drug proceeds.

Mr Robert Mueller, assistant attorney general of the US, said the latest BCCI indictment had been delivered by a grand jury in Tampa in sealed form on August 23 and kept secret until yesterday in order to seek the arrests.

Mr Akbar, however, is the only defendant to have been arrested. Mr Mueller said Washington had been working with Scotland Yard and the Serious Fraud Office in London to seek the arrest of Mr Dildar Rizvi, the former BCCI treasurer who was also charged yesterday.

"We had reason to believe Mr Rizvi was in England, but our efforts to arrest him have



Under arrest: Police escort former BCCI treasurer Syed Ali Akbar in Calais yesterday

been unsuccessful", Mr Mueller said.

In London last night, Mr Michael Barrett, a Capcom director, said: "We were named in the earlier indictment in Tampa, but that was never followed up on."

Mr Akbar was sentenced in the UK to 18 months imprisonment last October for drug money laundering. He was released earlier this year on bail - one of the terms of which was that he reside at a UK address.

Mr Akbar, in an interview with the Financial Times last month, claimed to have been made scapegoat for failings of BCCI, and denied involvement in money laundering. He claimed that the \$23m

mentioned in yesterday's indictment was a company of which he was a director, but which he had nothing to do with Mr Noriega. Instead, it was money intended for a property development by the Tawfik brothers who run the El Rayan Investment Group in Egypt, he said.

According to yesterday's indictment, Mr Naqvi and Mr Rizvi attended a meeting in London in early 1988 at which they discussed transferring approximately \$10m in deposits at BCCI London, owned by Mr Noriega and family, to BCCI Luxembourg in alley Noriega's name. The money was later used in their direction.

Luxembourg to accounts at several other banks, and eventually found its way through Finley International to Capcom, it is claimed.

Yesterday's BCCI indictments, the second set in the US since the bank was shut down on July 5, were unveiled as a Congressional report claimed US federal agents had found evidence of BCCI and had missed an opportunity to stop the bank's illegal activities despite having had information of BCCI's misdeeds as far back as 1985.

Mr Charles Schumer, a Democratic congressman from New York, said in a detailed report on BCCI and said in 1985 "law enforcement had been aware of BCCI's shenanigans."

## Japanese banker arrested over illegal loan scheme

By Stefan Wagstyl in Tokyo

JAPANESE public prosecutors yesterday arrested a former manager of Kyowa Saitama Bank, a leading commercial bank, over his alleged involvement in an illegal loan scheme.

Mr Kazuo Toyama was held on allegations of defrauding the financing companies of ¥29.2m by using forged documents of deposit.

He became the fifth bank employee to be arrested in the current wave of illegal loan schemes which have also embroiled Fuji Bank and the Industrial Bank of Japan, two other leading banks. The Tokyo District Public Prosecutor's Office charged Mr Toyama with the illegal loan scheme.

Mr Toyama was charged with obtaining loans illegally for a struggling car sales company.

Meanwhile, two weeks of hearings at the Japanese parliament into the scandals ended yesterday with testimonies from the presidents of BCI, Fuji and Sanmei Bank.

Mr Yoh Kihara, president of BCI, said that his bank was responsible for a loan fraud discovered at Toyo Shinkin Bank, a small Osaka bank, which lent huge amounts of money to Ms Nui Onoue, a real estate agent, and Onoue and an executive of Toyo Shinkin are under arrest for procuring loans illegally using false documents.

Finance companies from which Ms Onoue borrowed argue that one reason they lent to her was that she was a client of BCI. But Mr Kihara told a committee of the Diet's upper house that finance companies which lent Ms Onoue money did so on their own judgment. Ms Onoue is on the brink of bankruptcy with debts of over ¥100m.

Opposition MPs yesterday demanded that bankers and executives of BCCI should be summoned again to the Diet to answer their questions about the scandal. The ruling Liberal Democratic party is blocking any such move.

The hearings have produced moments of drama when MPs managed to catch a witness apparently contradicting himself or when forced into a corner.

In a memorable episode, Mr Setsuya Tabuchi, the former chairman of Nomura Securities, the stockbroking company, was asked to explain how Nomura had been out in touch with Mr Saemum Ishii, the gangster and with whom Nomura had extensive dealings. Mr Tabuchi said the middleman had been a socialist - a type of specialist in disrupting company meetings. He said he had been able to remember the man's name until the day before the hearing but had then forgotten it.

Some MPs asked tough questions. Other reading from prepared scripts, seemed barely to understand the (admittedly complex) cases they were investigating. A few tried to exploit the fact that the hearings were being live by making long speeches.

The end of the hearings leaves it to the Ministry of Finance and the public prosecutor to decide on further investigations. For MPs, the next task will be to examine reform proposals to be presented soon by the ministry.

## Gorbachev wins backing for reform

Continued from Page 1

The State Council will hold its first meeting today, when the issue of independence for the Baltic - Estonia, Latvia and Lithuania - will be discussed, according to Boris Pankin, the Soviet foreign minister.

Mr Pankin said he could predict the outcome, though the Baltic leaders are confident that the Council will rubber-stamp an independence which they consider already accomplished.

Mr Grigory Yavlinsky, the radical economist who is a member of the four-man committee which is now carrying out the functions of a union government, said in a speech in Moscow last night at the World Economic Forum, based in Davos, Switzerland, that the committee was preparing an economic agreement under which republics could create their own currencies and tax policies.

He said that many of the leaders of the republics would be prepared to co-operate in

order to fund a common army and basic scientific research, but added: "They will not agree to these things until they are willing to pay. What we cannot have is a situation where they want all the things without being prepared to pay for them."

The majority of the republics' deputies, who have emerged from the upheaval as the strongest supporters of the maintenance of a union, are in a mood to sign up to a union treaty.

All the other republics, however, now preparing to create independent constitutions and create independent governments, are in a mood to sign up to a union from which they have just escaped.

To accommodate this mood, the resolution on the new structures contains a clause, inserted in the Wednesday night's haggling, which makes explicit that participation in the economic agreement would not depend on signing a union treaty.

## Möllerplemann pledges to cut corporate tax

By Christopher Parnis in Bonn

FUTURE CUTS in German corporate taxes and a squeeze on public spending were promised yesterday by Mr Jürgen Möllerplemann, German finance minister, in a mounting anxiety to reassure the country's industrialists.

"The burdens of taxation and spending have reached their limit," he told the Bundestag during a debate on the 1992 budget.

Reform of corporate taxes was one of the coalition government's priorities, he said. "Our target is relief from trade, wealth and property taxes as well as the adjustment of high tax rates." Such reductions would encourage foreign investors, help create new jobs, he said.

He was responding to criticism from the Federation of German Industry (BDI) which on the last day of the earlier this week, Mr Heinrich Weiss, BDI president, said Germany's economic strength was being undermined by "politicians who do not have the strength

or the will to raise spending demands from all sides."

The BDI also complained about fading competitiveness and the drop in foreign investment.

Mr Helmut Schlesinger, Bundestag president, joined the argument with a reminder of the need for spending economies and wage restraint. "Public spending growth must be reduced to 3 per cent a year again," he said in a newspaper interview.

This was the limit set on Tuesday by Mr Theo Waigel, finance minister, who opened the budget debate with a warning that he would not allow the ceiling to be broken.

Mr Wolfgang Roth, economics spokesman for the opposition SPD party, described as "social cynicism" plans to increase value added tax by 1 per cent while at the same time reducing company taxation.

He also called for greater support for heavy industry in eastern Germany.



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\*Fortune Magazine, July 1991

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Amsterdam	11-17	Frankfurt	11-17	Geneva	11-17	Brussels	11-17	Madrid	11-17
Barcelona	11-17	Seville	11-17	Valencia	11-17	Algiers	11-17	Cairo	11-17
Beijing	11-17	Tokyo	11-17	Osaka	11-17	Manila	11-17	Bangkok	11-17
Delhi	11-17	Calcutta	11-17	Colombo	11-17	Singapore	11-17	Hong Kong	11-17
Shanghai	11-17	Beijing	11-17	Tokyo	11-17	Osaka	11-17	Manila	11-17
Bangkok	11-17	Calcutta	11-17	Colombo	11-17	Singapore	11-17	Hong Kong	11-17
Shanghai	11-17	Beijing	11-17	Tokyo	11-17	Osaka	11-17	Manila	11-17
Bangkok	11-17	Calcutta	11-17	Colombo	11-17	Singapore	11-17	Hong Kong	11-17



## RECRUITMENT

## JOBS: Tokyo continues as world's dearest city, followed by Brazzaville, Oslo and Helsinki

THE Jobs column is beginning to feel a touch superstitious about the international living-costs table that appears beneath it. When I printed it a year ago, Saddam Hussein had just invaded Kuwait, January's update coincided with the start of the Gulf war, and now the Union has been consigned to history. What might happen next time, I don't care to speculate.

One thing that stays stable, however, is the source of the figures. They come as before from the survey of world tax and cost levels by management consultants P-E International, which gives more

## How living costs compare across the globe

copious data about many more countries than appear in the table. Anyone wanting the full report, price £300, should contact Michael Smith of P-E at Park House, Wick Rd, Egham, Surrey TW20 0HW; telephone 0784 434411, fax 0784 437828.

Since surveys take time, the figures are not bang up to date. The living-cost indices, based on London levels at 100 and referring to specific cities as distinct from

whole countries, reflect the prices that prevailed last April. Unfortunately, since it is hard if not impossible to produce an internationally consistent measure of housing — that important item of expenditure is left out of account.

The currency exchange-rates also date from April. But the inflation rates are the latest available when the survey went to press, and I have excluded any place with

more than 10 per cent inflation. Two cities whose 10.7 per cent just disqualified them are Stockholm with an index of 123.5 and Hong Kong's Victoria with 83.5.

On the other hand, as prices are fairly settled in the places listed, the indices can be adjusted for exchange movements since April to give a reasonable idea of current costs. The update is made by taking the exchange rate in the table, dividing it by the latest market rate, and multiplying the result by the April index figure.

Last year, to set some benchmarks for before the Kuwait invasion, I did an August 1 update for 13 cities (not all in today's table). Here is how they compare with the indices for August 1 this year:

conflict, but before the Soviet coup attempt and its early aftermath. And as may be seen, of the 13 places cited, only three grew more expensive by London standards during the interval: Tokyo, New York and Riyadh, all up by over 10 points. The rest became cheaper, considerably so in the cases of Geneva and Scandinavian capitals Copenhagen and Oslo.

If readers would care to predict what the positions will be next summer, when eastern Europe has had another year to settle down, I'll note their forecasts and report any which prove right on the day. Unless, that is, the past run of three coincidences continues and comes up with an upheaval that puts paid to me.

NOW to some jobs being offered through two separate recruitment consultants, neither of whom may name the employer. Both therefore promise to abide by any applicant's request not to be identified to their clients at this stage.

The first two posts, being handled by headhunter John Williams, are unusual in being based in Japan. The Tokyo office of an international financial concern is in need of a brace of economists.

The more senior will work as a high-level analyst with particular responsibility for forecasting broad developments in the Japanese economy, including interest-rate

fluctuations and such. The junior recruit will act as a market strategist, using the forecasts to divine the best sectors, as opposed to specific stocks, to invest in.

Candidates for both must have success in similar work focusing on Japan, either having lived there or at least visited often enough to understand the culture. Fluency in the language will be a help, although it is not essential. The strategist, in particular, needs thorough knowledge of international equity markets. Salary indicators are \$85,000 for the senior post and \$55,000 for the junior. Perks include subsidised housing, bonuses and cars.

Inquiries to Russell Williams and Associates, 49-45 St Mary's Rd, London W5 5BQ; tel 061-579 1082, fax 061-566 2024.

Today's other two openings are based respectively in Milan and Paris. Offered by recruiter Graham Walker of Anthony Neville International, they are for sales and marketing managers to drive the European expansion of an international group's subsidiary producing promotional material, such as brochures.

Candidates for either post must be completely familiar with and the country in question and fluent in its language, and have success in opening up new markets for a comparable business. The salary indicator is £40,000-£45,000, with incentive bonuses and cars among the perks.

Inquiries to Mr Walker at 29 Midon Rd, Ave, Scotland KA7 2TW; tel 0292 287969, fax 0292 61088.

Michael Dixon

Place	Living cost index	Inflation %	Exchange rate £1 =
Japan, Tokyo	138.8	4.0	245.50
Congo, Brazzaville	121.4	5.5	502.75
Norway, Oslo	120.1	3.5	11.55
Finland, Helsinki	119.5	4.8	7.02
Libya, Tripoli	119.3	0.5	0.50
Surinam, Paramaribo	113.4	0.8	3.10
Switzerland, Zurich	111.7	5.9	2.53
Ivory Coast, Abidjan	109.5	6.7	502.75
Denmark, Copenhagen	107.9	2.4	11.40
Mauritania, N'dhot	107.5	6.3	134.38
Liberia, Monrovia	105.3	4.5	1.74
Italy, Milan	105.1	6.7	2,207.25
Bahamas, Nassau	103.3	0.7	1.74
Ethiopia, Addis Ababa	102.6	-2.1	3.58
Seychelles, Victoria	102.6	4.0	9.10
Spain, Madrid	101.2	5.9	162.95
France, Paris	100.4	4.2	10.05
UK, London	100.0	0.4	1.00
Austria, Vienna	99.4	3.6	20.75
Belgium, Brussels	99.3	2.9	61.20

Place	Living cost index	Inflation %	Exchange rate £1 =
Taiwan, Taipei	97.7	5.1	47.55
Germany, Frankfurt	97.0	2.8	2.95
USA, New York	96.1	4.9	1.74
N Yemen, Sana'a	95.7	3.1	20.91
Ireland, Dublin	95.3	2.8	1.11
Barbados, Bridgetown	95.2	3.4	3.49
Oman, Muscat	95.0	1.6	0.67
Qatar, Doha	92.4	1.6	6.31
Australia, Sydney	92.0	4.9	2.24
Bahrain, Manama	90.3	0.9	0.65
Trinidad, Port of Spain	89.9	9.5	7.37
Canada, Toronto	89.7	6.3	2.01
Cuba, Havana	88.6	7.0	1.38
S Arabia, Riyadh	88.6	2.0	6.50
US, Los Angeles	88.6	4.9	1.74
Netherlands, Amsterdam	88.3	1.6	3.34
Malaysia, Kuala Lumpur	87.3	4.4	61.20
Malta, Valletta	86.4	0.2	0.57
Singapore	86.1	3.3	3.12
PapuaNG, Port Moresby	85.7	6.1	1.68

Place	Living cost index	Inflation %	Exchange rate £1 =
Brunei	83.4	2.5	3.12
Rwanda, Kigali	83.4	0.7	228.02
UAE, Dubai	83.0	10.0	6.38
UAE, Abu Dhabi	82.8	10.0	6.38
Cyprus, Nicosia	81.8	9.9	0.82
Jordan, Amman	81.4	8.8	1.13
N Zealand, Wellington	81.4	8.0	2.98
Morocco, Rabat	80.5	6.9	13.67
Indonesia, Jakarta	79.4	5.6	3,279.17
China, Beijing	79.2	3.2	9.13
Thailand, Bangkok	77.9	8.0	44.00
Fiji, Suva	77.2	6.5	2.28
Lesotho, Maseru	75.4	9.4	4.75
Nigeria, Lagos	72.4	1.4	16.49
Panama	72.1	3.0	1.74
Tunisia, Tunis	72.1	7.8	1.65
Malaysia, K Lumpur	71.3	4.1	4.84
Egypt, Cairo	70.5	7.2	5.72
Algeria, Algiers	59.4	0.2	30.12
Romania, Bucharest	47.6	-	65.76

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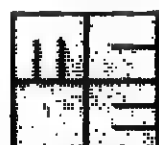
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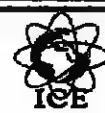
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For further information, please telephone or write in strict confidence, enclosing full career details, to Alex Steele, Fifth Ross Martin Associates, and Selection Consultants, Bell Court House, 11 Blomfield Street, London EC2M 7AY. Telephone 071-628 2441. Fax 071-382 9417.

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Further written details, and an application form (which must be completed) are available by writing in to the Personnel Section, Glen House, Stag Place, London SW1E 6JL. Interviews will be held on 7th October 1991.

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ACCOUNTANCY COLUMN

# Small words may usher in tougher standards

By Roger Davis

LAST month the new Accounting Standards Board presented the next major steps in the progression towards tougher UK accounting standards. It explains its mission in the shape of a definitive Statement of Aims, and the authority in a draft Foreword to Accounting Standards.

All the same time, it published the first two chapters of a Statement of Principles. The drafts deal respectively with the objective and the basic characteristics of financial statements.

They represent the beginnings of a conceptual framework, for which many see an urgent need. Still to come are drafts on the elements making up financial statements; when to recognise income and costs; and principles of measurement, presentation and consolidation.

These early documents are far from routine. A few seemingly innocuous new words and phrases in the Statements of Principles may well herald the requirement for a sea change in all companies' attitudes to financial reporting. So who is unhappy with the ASB's language would do well to speak now.

The drafts add new terms to the lexicon of the true and fair view; amongst them "faithful representation" of the underlying commercial activity and "neutrality". They are coupled with an unambiguous statement that accounts should be free from bias. The ASB says that accounting presentation should not "influence the making of a decision or judgment in order to achieve a predetermined result or outcome".

In plain language, it all suggests that putting any sort of gloss on the numbers is out. No one, least of all the ASB, believes that it will ever stop the natural tendency for companies to put a public relations face on their results. But the ASB's language is designed to kill the philosophy, more often espoused by pedlars of creative accounting schemes than by responsible directors, that such schemes are fair game provided that you remain within the rules.

As I tell my clients on the receiving end of the marketing of such schemes, it's not just that you will delude your shareholders about your financial position. You as management will delude yourselves. That will be quite as serious a disservice to your shareholders. The complete Statement of Principles appears wordily, but to date contains a lot of

So far so good. I hope then that the eventual standards themselves will not have so many words. The Ten Commandments are remarkable for their clarity. "Thou shalt not commit adultery" is so obvious a command that it doesn't need elaboration. The more you try to define adultery in accounts, the more you will probably encourage the cottage industry in pretending that adultery really isn't that at all. In the final analysis, it depends on directors' and auditors' attitudes in upholding the spirit of the standards.

Now to some of the other aspects of the ASB's drafts. They say, not surprisingly, that accounts should be useful to users in making economic decisions. Who are the users and what decisions do they make? The Statement of Principles recognises that legitimate users include not only investors but employees, lenders, suppliers, customers, the government and the public - any stakeholder in the business, if you will.

However, it gives primacy to investors on the basis that meeting their needs is likely to meet most of the needs of the other users. Insofar as they can be met by general purpose financial statements. That reflects international thinking. It moves away from the traditional view that investors are the only legitimate users of accounts but does not go so far as to accord equal consideration to all users. The statement suggests that investors need information "to help them determine whether they should buy, sell or hold".

It is at odds with the fashionable view that shareholders should see their holdings not only as a tradable commodity but be encouraged to have a longer term commitment to companies. Expressing the objective of financial statements in terms of relevance to decisions, which by definition relate to the future, means that accounts should have predictive value. The ASB also rightly recognises the essential role of accounts in

Information is of little use unless the reader can be reasonably assured of its truthfulness. The newly released statements contain some fighting talk. Of themselves, they will not improve the quality of financial reporting overnight. Unless they become more than mere talk they could actually increase the gap between the expectations of users and preparers of accounts.

reflecting past stewardship. A lot has been said elsewhere about the limitations of balance sheets, but the balance sheet is, or at least should be, an excellent record of how management has spent its shareholders' funds and therefore on what it needs to earn a return.

So predictive value is only one of a "shopping list" of characteristics of accounting information set out by the ASB. Others include relevance to users, reliability, reflecting substance and economic reality, completeness, comparability and timeliness.

Accounts must be understood by the reasonably diligent and knowledgeable user. These qualities may seem unobjectionable, but they may lead to significant changes in accounting practice.

Missing from the list of characteristics is the need for verifiability. Information is of little use unless the reader can be reasonably assured of its truthfulness. The statements contain some fighting talk. Of themselves, they will not improve the quality of financial reporting overnight. Unless they become more than mere talk they could actually increase the gap between the expectations of users and preparers of accounts.

The public may assume that imperfections have been addressed, when in fact there is a long road ahead. However, the statements provide the basis for a shared understanding of what accounts are trying to achieve.

They lay the basis for what the ASB describes as evolutionary rather than revolutionary change. That is as it should be. We should not sacrifice an environment which encourages the majority of companies to follow the spirit for the sake of those who do not. Every indication is that the ASB is proceeding in a workmanlike manner towards ensuring that standards of financial reporting are improved.

The ASB should be warmly encouraged in its endeavours. Roger Davis is head of Coopers & Lybrand Deloitte's accounting and audit practice.

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Our client, a well established and successful specialist plant hire company has its headquarters in the Thames Valley area with depots throughout the country. They now wish to appoint a Financial Director to be responsible for financial management and also to make a major contribution to its continued growth and development.

Joining the senior management team, you will assume responsibility for the provision of a disciplined and proactive finance department. You will also take a lead role in the strategic planning process, liaising closely with Board members and colleagues from other disciplines.

A qualified accountant, probably aged over 35 and with several years' experience of leading a finance function in a medium sized industrial company, the ideal candidate will demonstrate successive career progression coupled with a track record of achievements in previous management roles. Strong technical, commercial and communication skills must be supplemented by the maturity to work at senior level. A knowledge of one other European language, ideally German, would be a bonus but is not essential.

The attractive benefits package is an endorsement of the seniority of this appointment. Candidates wishing to be considered for this position should write with full career history and current salary details to: John David, KPMG Peat Marwick McLintock, Marlborough House, Fitzalan-Court, Fitzalan Road, Cardiff CF2 1TE.

**KPMG Selection & Search**

### HAMMERSMITH

**£32,000+, PLUS BONUS, CAR AND USUAL BENEFITS**

Our client is an established and highly successful business operating in a niche within the services sector. Very profitable, and turning over some £6 million, the group continues to grow strongly both organically and by expansion of its product range.

Working in a sophisticated and multiple transaction environment, the Chief Accountant will report to the Managing Director and manage six staff. The prime role will be to have full responsibility for maintaining proper controls over the group's financial accounting function, for which key components include the control of cash and first rate accounting and leadership abilities. You will also assist in the implementation of a substantial new investment in technology systems and additionally there is good scope for developing the management information processes.

You will be a qualified accountant with at least five years' financial management experience ideally within a small company volume transaction type environment. You must be computer literate and personal attributes will include well developed interpersonal and management skills in addition to being a team player with a positive "rolled-up-sleeves" attitude.

Please send full personal and career details, including current salary and daytime telephone number, in confidence, to Christopher Haworth, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB, quoting reference CH559/FT on both envelope and letter.

Coopers & Lybrand Deloitte Executive Resourcing

### Career Opportunities in Industry For Young Qualified Accountants

Divisional Finance Managers are now required by a major multi-national, a world leader in its field. Part of a small team, these new positions arise from re-organisation and will report to Divisional Finance Directors variously responsible for turnovers ranging between £100 - £200m across a number of companies operating throughout Europe.

In addition to handling consolidations and implementing new systems, you will be expected to be proactive in contributing to commercial decisions, giving the job-holder a first class introduction to international manufacturing in a fast-moving customer-driven environment.

Either recently qualified or sitting finals, you will be technically confident and computer literate. At the same time you will have excellent communication and inter-personal skills with the belief that you possess a sure commercial touch.

The attractive benefits package includes relocation assistance where needed.

To apply, please send your curriculum vitae to: **KEITH TOWNROW & PARTNERS, AZTEC CENTRE, AZTEC WEST, ALMONDSBURY, BRISTOL BS12 4TD** TELEPHONE: 0454 614373 FACSIMILE: 0454 614700

### Controller

SPI Pharmaceuticals, Inc., a rapidly growing subsidiary of ICN Pharmaceuticals, Inc., is seeking a Controller for its newly formed company, ICN - Galenika. The position is based in the Headquarters office of ICN - Galenika in Belgrade, Yugoslavia, and reports to the Vice President of Finance.

**Candidate must have:**

- Bachelor's degree in Business or related field - prefer an MBA
- Fluency in English and Serbo-Croatian
- Experience with a United States Big "6" Accounting firm
- Five years' control experience in industry, preferably in the Pharmaceuticals or Consumer goods sector
- Strong working knowledge and experience with GAAP and Yugoslavian Accounting Procedures

Please apply in writing, enclosing a detailed curriculum vitae. Application should be addressed to: Lol D. Reasch, ICN Pharmaceuticals, Inc., 3300 Hyland Ave., Costa Mesa, CA 92626. Fax (714) 668-3900.

**ICN PHARMACEUTICALS, INC.**

### FINANCIAL CONTROLLER

**£30-35,000 + CAR LONDON**

Marketing subsidiary of substantial American communications group require a young qualified accountant.

Candidates must be able to balance contributing to a creative working environment with reporting to tight parent company deadlines. Supervising six staff, person appointed will ideally have exposure to U.S. GAAP requirements and have sound systems knowledge.

Please contact Gordon Montgomery at Bond Accountancy on (071) 629 8863 fax (071) 408 0961 or at Bond House 19-20 Woodstock Street, London W1B 1HP.

### SDC DEVELOPMENT CORPORATION

TURNING VISION INTO REALITY

### FINANCE DIRECTOR

c £40,000 + PERFORMANCE PAY + CAR + BENEFITS

Government funded, with a budget of approximately £80m, Sheffield Development Corporation is in its 3rd year of a projected 7 year life.

The Corporation's primary aim is to create conditions for self-sustaining regeneration in the Lower Don Valley. The 2,000 acre Valley, located between the M1 and the City Centre, offers some of the finest development opportunities in the UK.

The Finance Director oversees the effective and efficient conduct of the Corporation's considerable finances and is a key member of its executive team. Relevant accounting qualifications with a proven track record in the financial management of a substantial organisation are essential. Commercial acumen, initiative and energy are also required to deliver the necessary quality contribution to corporate policy and strategy.

If you have the qualities to meet this challenging job apply in writing with a full CV quoting the above reference number to:

Griffin Randall, Sheffield Development Corporation, Don Valley House, Saddle Street East, Sheffield S4 7UQ

This is a re-employment post; previous applicants need not apply.

Closing Date: 20 September 1991 SDC IS AN EQUAL OPPORTUNITIES EMPLOYER





## Head of Financial Analysis

to £50,000 + bonus &amp; banking benefits

Birmingham

TSB, one of Britain's leading financial services groups, is moving the headquarters of Retail Banking and Insurance, its largest and most successful division, to Birmingham. It has a team of outstanding calibre. This period of exciting change gives the opportunity for an exceptional financial manager, from either the manufacturing or services sectors, to take a senior and highly visible role with immense scope to influence the group's development and impact the bottom line.

### THE POSITION

- Lead a team of 30, including highly qualified managers and analysts. Key member of the management team.
- Fully responsible for sophisticated profitability analysis, project and expenditure evaluation, Operational Research and statistical analysis.
- Challenge and communicate analytical data effectively to add value throughout the organisation.

### QUALIFICATIONS

- Extensive experience of sophisticated, broadly based financial analysis within financial services, retailing, or manufacturing.
- Highly numerate graduate, with accounting or economics qualification, ideally MBA.
- Seasoned team leader with superb presentational and communication skills. Exceptional drive, energy and work rate.

Please reply in writing, enclosing full cv, to: **TSB**, Birmingham Court, 11 Bennetts Hill, Birmingham, B2 1NE.

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LONDON - 071 493 6392 - BIRMINGHAM - 021 233 4656 - WESTON - 0272 291142  
GLASGOW - 041 204 4354 - ABERDEEN - 0224 638080

## Corporate Finance Analyst

Blue Chip International Company

c. \$45,000 + Benefits

West End

Unique opportunity for a talented and experienced analyst to join a small, dedicated M&A team at the centre of one of Britain's most prestigious companies.

### THE COMPANY

- Blue Chip International plc. Excellent profit history with world-wide interests, especially in the US and UK.
- Market leader across consumer, industrial and building products. Well established brand.
- Committed to enhancing shareholder value. Decentralised management structure.

### THE POSITION

- Research, analyse and present recommendations on potential investments.
- Provide market knowledge on current events, liaising with professional advisors, internal and the Executive team.

- Support small dealmaking team in transaction management and due diligence process.

### QUALIFICATIONS

- Graduate, ideally 26-30. Minimum of four years in M&A analysis or corporate finance.
- Detailed research and analysis skills. Excellent modelling capability. Familiar with Blue and Yellow books. Languages.
- Effective communicator, comfortable dealing at Board level. Alert, flexible approach to fit small team.

Please reply in writing, enclosing full cv, Reference K3489, 54 Jermyn Street, London, SW1Y 6LX.

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LONDON - 071 493 6392  
GLASGOW - 041 204 4354 - ABERDEEN - 0224 638080  
BIRMINGHAM - 021 233 4656 - WESTON - 0272 291142  
MANCHESTER - 0625 599953

## Management Accountant

Financial systems and analysis with a Pharmaceuticals world leader

c.£30,000 + bonus + car

Betchworth, Surrey

SmithKline Beecham is a world-leading pharmaceuticals company dedicated to innovation and standards of excellence in all that it does. Formed just over 2 years ago through the merger between the SmithKline Beecham Corporation and the Beecham Group, we are a new and exciting company devoting massive financial as well as human resources to developing a substantial drug portfolio.

Our finance department is central to the future development of the company. By providing a wide range of highly efficient accounting services, informed decisions can be made regarding the allocation of these resources throughout the drug development process. Restructuring of the department has created an excellent career opportunity for a management accountant to maintain a financial systems and analysis service capable of meeting all UK and European management/scientific requirements on strategic plans, operational revenue, capital budgets, project costing and human resource planning. Your immediate challenges will be to build a strong financial systems and analysis team and, as part of the continuing merger process, ensure the complete

integration of the IFRS (or equivalent) financial software package with the digital VAX system used by our scientists around the world.

A fully qualified graduate accountant, you will have 6-10 years' industrial or commercial experience and extensive knowledge of operational accounting/financial analysis and of the management utilisation of financial systems. A strong knowledge of computer applications is important, whilst a second European language would be an advantage. Perhaps most crucial, will be your first-class interpersonal skills, ability to work independently, and highly professional approach to your work.

A comprehensive benefits package includes a car, bonus, pension and share-matching schemes, private health care, and relocation assistance where appropriate.

If you're looking to join a company whose culture is one of reward and achievement, please send a full cv to: **HR Dept, Personnel Department, SmithKline Beecham Pharmaceuticals, Brockham Park, Betchworth, Surrey RH3 7AJ.**



**SmithKline Beecham**  
Pharmaceuticals

## Finance Director

East Anglia

£40,000 + Car + Bonus

We are currently acting for a dynamic, £20m turnover manufacturer of fast-moving consumer goods. The company is a subsidiary of a successful plc with an impressive record of organic and acquisition based growth.

The requirement is for an ambitious finance professional to join the key management team at board level. In addition to managing the finance function, the successful candidate will be expected to contribute to the strategic running of the business. Experience of managing and developing costing systems for high-volume production operations is a pre-requisite.

You are likely to be ACMA/ACA qualified with a successful track record that includes the management of a finance function in a production/manufacturing concern, ideally in a business supplying the retail trade. Candidates must be able to demonstrate energy and commitment, together with the confidence and presence to command respect both within and outside the organisation.

Candidates should in the first instance, write with full Curriculum Vitae (including salary details) to: **Rod Bateman ACA, Michael Page Finance, Imperial Building, Victoria Street, Nottingham NG1 2EX.**



**Michael Page Finance**

Specialists in financial recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## FINANCE DIRECTOR

c£35k + benefits

Premier Biscuits, a division of Premier Brands and makers of Cadbury Biscuits and Smash Instant Potatoes are looking for a Finance Director to help maintain a competitive edge in their UK and international markets.

The Premier Biscuits style is informal, accountable and hands-on where hard work and commitment is taken for granted. Our business which employs 1400 people is based at our manufacturing site on the Wirral.

Reporting to the MD you will be fully involved in the strategic and commercial decision making processes of the business. Responsibilities also encompass management and statutory accounting, together with systems development directed towards the timely production of management information. With significant expansion in recent years and ever increasing autonomy you must be able to manage change whilst maintaining the existing core disciplines.

Likely candidates will be qualified graduate accountants with previous experience in a blue chip business. You will be used to making a significant contribution to the management of a large business and will be an excellent communicator and motivator.

An attractive benefits package is being offered commensurate with this role based on a salary of c.£35k, plus executive car, bonus and private medical insurance. In addition relocation assistance will be given where appropriate.

Please apply in writing giving details of your current salary package to:

**Tim Ellis**  
Personnel  
**PREMIER BRANDS (UK) LTD**  
WIRRAL, Merseyside, L46 8SE

**PREMIER**  
BRANDS

## Financial Management

London

Salary negotiable

Our client, a division of a leading publishing corporation, is expanding its business as a multi-media publisher of company information, serving both the UK and European markets. To meet the accounting demands arising from this expansion it wishes to strengthen its finance function by the appointment of two senior accountants to the following positions:

### FINANCE MANAGER

Reporting to the Finance Director, this position will be responsible for all aspects of financial accounting and will manage, through two reporting lines, a team of 10 people employed on Credit Control, Sales Ledger and Bought Ledger.

Suitable candidates will be qualified accountants with good systems and financial accounting skills acquired in a fast-moving commercial environment.

For both positions suitable candidates will have excellent communication skills, oral and written, combined with maturity and self-confidence required in a fast-moving environment.

Applicants for either post should apply in writing enclosing a comprehensive career history.

### SENIOR MANAGEMENT ACCOUNTANT

Reporting to the Finance Director, this position will have prime responsibility for developing the management information systems required to provide financial and non-financial information on a regular and timely basis.

Suitable candidates will be qualified, preferably ACMA with at least 2 years experience in an analytical role, ideally within the publishing industry.

**AGB Executive**

Box 283, London EC1N 2NE.

## Financial Director Designate

Docklands

c£40,000 + Car + Benefits

Our client is a highly successful international media services group with ambitious plans for continued growth via acquisitions, joint ventures and organic expansion.

This newly created role reports directly to the Chief Executive and encompasses all aspects of financial management and control, systems development, treasury and company secretarial duties. As a key member of the management team, primary responsibilities will be to ensure that the Group operates with maximum financial efficiency, to play a leading role in corporate strategy and to manage and develop a highly motivated finance department.

The candidate we seek will be a commercially minded qualified accountant aged 30-45, with experience at the sharp end of a small/medium sized international business. Maturity, a hands on approach, and the ability to work at board level in a team environment are pre-requisite to the appointment. A reasonable level of fluency in French, or a second European language is also highly desirable.

Interested applicants should send a full Curriculum Vitae quoting reference 901 to: **Diane Forrester ACA, Executive Selection Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.**



**Michael Page Finance**

Specialists in financial recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

## Chief Financial Officer

Greater Manchester

c£35,000 + Car + Profit Share + Benefits

Our client is a £12 million turnover subsidiary of a multinational group operating as an importer of high-quality consumer goods in diverse domestic markets. As a market leader, it has enjoyed strong growth over recent years and has ambitious plans for further expansion in the future.

An energetic, hands-on Accountant is now required to work closely with the Managing Director in providing broad finance and administrative support for the commercial direction of the business.

Emphasis will be placed on developing robust computerised systems to handle high-volume, complex transactions and maintaining strict procedural control over working capital.

As Number Two to the Managing

Director, liaison with external professional advisers will be an important aspect of this role.

Candidates will be qualified accountants who can demonstrate sound technical skills and significant experience of computerised systems development gained in a fast-moving commercial environment. You will need strong drive and a high level of commitment to take advantage of this exciting opportunity.

Interested candidates should send a curriculum vitae to: **Mark Hurley ACA, Regional Manager, Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LH, quoting ref: M14829.**



**Michael Page Finance**

Specialists in financial recruitment  
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# Finance Director

## Defence Research Agency

Europe's Largest Research Organisation

The Defence Research Agency (DRA), an agency of the Ministry of Defence, employs 12,000 staff - a significant proportion of the nation's scientific resource. The DRA has a very substantial asset base exceeding \$500m at current valuation.

led by a new Chief Executive recruited from the private sector, the DRA is planning to change dramatically and on a tight timetable. It is a grouping of separate research establishments with a variety of accounting systems. It is creating a single, integrated, responsive business, with financial targets, a commercial accounting system and delegation of budget responsibility to the managers.

### The Appointment

The Finance Director is appointed as soon as possible, as a member of change at the DRA, as well as being responsible for professional accounting input. Reporting to the Chief Executive, the Finance Director will be a member of the DRA's top management board. He/she will also be directly responsible for 300 finance staff and major financial/MS systems investment.

### Requirements

- Professionally qualified to FCA/FCCA or equivalent with substantial post-qualification experience, including the introduction of profit/cost centre systems in large service businesses; valuation and financial management of substantial fixed assets; accountability at board level for planning, management, statutory commercial and internal audit. Experience of treasury management and Government accounting is desirable but not essential.
- Management experience in a major reorganisation (eg post-merger), culture change and cost reduction, including the responsibility for a substantial finance department.

To attract a top finance professional, with strong general management qualities, to this 3 year (potentially extendable) appointment, the DRA is prepared to offer a very competitive remuneration package including performance bonus. The appointment is in Farnborough, Hants.

Apply in strict confidence by sending a full CV (quoting ref: C/92/1204) to reach Recruitment Assessment Services, Alencon Link, Basingstoke, Hants RG21 1JB, no later than 20 September 1991. Candidates applying near the closing date may be interviewed at Basingstoke (0256) 846565. Please include details of budgets and scale of responsibilities handled, your relevant experience of major organisational change and your latest reorganisation as well as professional background and reasons for applying. You should also include the names of two referees who can be approached if you are invited to interview.

Further details will be sent to candidates on receipt of CVs. These are obtainable in advance from Barry Hilton on 0256 846582. Please quote the above reference.

The Defence Research Agency is an equal opportunities employer.

Salary  
Negotiable



## Teachers' Pensions Agency Finance Director - Darlington

A Teachers' Pensions Agency (TPA) is planned for early 1992 under the Government's Steps policy for delivering high quality public service. The Agency would be based in Darlington and cover the function of the Department's existing Pensions Branch. It will have a budget of approximately £4 billion, including £5 million running costs.

You will initially be appointed as Head of the Pensions Branch Finance Unit and as Finance Director Designate of the Agency. As Finance Director you will support the Agency Chief Executive in her capacity as Agency Accounting Officer in planning and controlling the Agency's performance including being responsible for developing the financial content of the TPA's Corporate and financial plans and contributing to the development of operational strategies. You will manage the Agency's financial affairs on a day to day basis and as a member of the Agency's Management Team. You will be responsible for taking forward the development of the Agency's computerised accounting arrangements and systems to meet the TPA's management needs.

Applicants must be CCA qualified with at least

three years' directly relevant management accounting experience at a senior level. The successful candidate would also have a proven track record of corporate management skills and the implementation of new computerised accounting systems, and a good knowledge of audit procedures.

The ability to manage financial priorities is an essential attribute, as are good communication skills, motivation and determination and the ability to achieve targets.

The appointment is initially for a period of 3 years with a mutual option at 3. Starting salary £23,855 - £27,819, depending on qualifications and experience with further increase to £33,175, depending on performance. Assistance with the cost of relocation may be available.

For further details and an application form (to be returned by 20 September 1991) write to Recruitment Assessment Services, Alencon Link, Basingstoke, Hants RG21 1JB or telephone Basingstoke (0256) 468551. Please quote ref: C/92/1211.

The DPA is an equal opportunity employer.



## Group Financial Controller

International £30m Turnover Manufacturing Group

c£30,000 + car

North West

Our client is a successful and exciting textile and high tech component manufacturing group with several UK and international manufacturing sites. Healthy and profitable growth continues, necessitating this new position based North of Manchester in an impressive new Head Office.

Reporting to the Group Managing Director, you will provide central co-ordination of financial and management information and broad advice and guidance to the group. The key monthly international consolidation duties and annual budget preparation provide worldwide travel opportunities and regular contact with banks, auditors and group companies add to the role. Your sound professional experience in manufacturing companies and possibly consultancy will be complemented by knowledge of computer systems and company secretarial

duties, plus ideally some acquisition and company flotation finance.

Aged in your 30's or early 40's, you will be a qualified Accountant, probably ACA, with relevant financial experience in manufacturing industry. You will be expected to operate to tight personal deadlines and enjoy both hands on accountancy and the opportunity to proactively influence the group's direction and performance through operating companies. Prospects are good.

The package comprises a salary negotiable c£30,000, fully expensed company car and other good benefits including relocation assistance if necessary.

Please apply with full career salary details in confidence to David Mather, reference 31126, MSL International (UK) Limited, Sovereign House, 111 Queen Street, Manchester M2 5HS.

**MSL International**

CONSULTANTS IN SEARCH AND SELECTION

## Accounting Manager

- Pension Fund Performance

Attractive Package

Flexible Location

The NRA is the strongest integrated protection agency in Europe, improving all aspects of the river water environment in England and Wales. The Authority has statutory responsibility for administering the pensions of its own workforce of around 7,000 employees, and also for around 39,000 people who had worked in the water industry before the water plc's were established. With invested funds in excess of £1,000m, professionally managed by appropriate leading companies in the pensions industry, the Pensions Committee of the Funds require information and advice to check that the highest possible standards of performance and professional services are maintained.

Reporting to the Finance Director of the NRA in Bristol, the Accounting Manager - Pension Fund Performance will prepare periodic management accounts for the Fund, produce the Annual Report for the members, ensure compliance with the Committee's requirements, provide measures of the effectiveness of the service companies, and undertake specific projects for the Committee.

Accordingly candidates will preferably be qualified accountants (probably Chartered) with relevant experience in pension funds accounting or similar financial services. The responsibilities of monitoring the effective management of such large funds are fully recognised in the remuneration levels set for this position: working conditions are, of course, excellent.

Candidates should send a comprehensive CV or telephone for an application form to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester, M3 3LF. Tel: 061-339 3000 quoting reference (F.T.570E).

**Howgate Sable**

EXECUTIVE SEARCH AND SELECTION

## Qualified Accountant

To offer a Treasury advisory service to Local Authority clients

In recent years, UBS Phillips & Drew, part of the triple A rated Union Bank of Switzerland, has established market leadership in the provision of Treasury consultancy and advice to a wide range of Local Authorities. A small, highly professional and committed team has developed this fascinating niche, both marketing the service and ensuring long term business by the quality of advice offered. We are looking for a young graduate accountant to join this team. Candidates should be of the highest calibre, with accountancy experience extending throughout the Treasury function, literacy, broad ranging business understanding and a high level of inter-personal skills. Although a CIPFA qualification would obviously be appropriate, we will be interested to hear from members of other accountancy bodies who can demonstrate these other strengths. Most positions nowadays demand hard work and a conscientious approach, but here the long hours involved, and the need to travel throughout the UK from our City base, make that requirement very clear. The rewards are the opportunity to become involved with the undoubted market leader in a fast developing market, and the security associated with a bank of our stature; as you would expect, the attractive salary is supplemented by a benefits package of the highest level.

Please send full career details to  
Lorna McArthur, Personnel Manager,  
UBS Phillips & Drew,  
100 Liverpool Street,  
London EC2M 2RH.

UBS Phillips & Drew

**ROBERT HALF**  
Financial Recruitment Specialists

**FINANCIAL TIMES**  
EUROPE'S BUSINESS RECRUITMENT

## INVITE YOU TO A BUSINESS BREAKFAST DEVELOPING A SUCCESSFUL IMAGE How to Create a Powerful Impression

IN LONDON ON TUESDAY  
17th SEPTEMBER 1991 AT  
LONDON MARRIOTT HOTEL,  
GROSVENOR SQUARE, LONDON W1  
8.30am - 9.30am

IN THE THAMES VALLEY ON  
TUESDAY 18th SEPTEMBER AT  
SLOUGH WINDSOR HOLIDAY INN,  
DITTON ROAD, LANGLEY, NR. SLOUGH, BERKS  
8.30am - 9.30am

This breakfast briefing will be given by Mary Spillane, a leading image consultant, who advises companies throughout Britain and Europe on making the most of their corporate image through their people.

- Why image matters.
- How your image can push the company forward or hold it back.
- Guidelines for successful image for men and women.
- Cultural image - how to project your company more effectively abroad.

As Chairman of Image Consultants Europe, Mary Spillane directs a network of 630 consultants who advise both men and women on making the most of their personal image. She holds an MPA from Harvard University and a B.A. in Politics.

Previous experience includes a consultancy to the United Nations in Geneva and President Jimmy Carter administration in Washington, D.C.

The Complete Style Guide has recently been published by Pitagoras.

Places at the breakfast are strictly limited. If you wish to attend the Business Breakfast at Grosvenor Square, please write to Rachelle Wilson at Robert Half, Freepost, Water House, 111 Strand, London WC2R 0BR. (Telephone: 071-836 3545). If you wish to attend the Business Breakfast at Slough Windsor Holiday Inn, please write to Sarah Platt at Robert Half, Freepost, Beatrice House, Victoria Street, Windsor, Berks SL4 1EH. (Telephone: 0753-657777).

## Top Opportunities

appears every Wednesday

For advertising information call:

Elizabeth Arthur  
071-873 3694

Stephanie Spratt  
071-873 4027

## GROUP FINANCIAL CONTROLLER

Thames Valley

c£37,500 + bonus + car

Our client is a significant quoted British group manufacturing high quality capital equipment for the engineering industry. Its recent performance is characterised by a move to higher technology products, selective acquisition and high export levels. It is a decentralised operation with companies both in the UK and overseas.

The need now is for a Group Financial Controller to be responsible at Group level for all management accounting, financial accounting including consolidation, supervision of operating company systems and tax planning for the Group. The person appointed will report to the Financial Director and will be expected to carry out the financial strategy of the Group.

We should like to hear from qualified accountants who have had experience in manufacturing industry and who have also worked in a corporate head office. Candidates should be familiar with modern data processing systems and detailed experience of UK corporation tax is essential. Personal qualities are also important where a commercial flexible approach is vital, together with the ability to contribute to leadership of the finance function.

Please write with a full CV stating current remuneration and quoting reference 2033 to John Little, Bull Thompson & Associates Ltd., Alliance House, 63 St Martin's Lane, London WC2N 4JX, who is advising on this appointment.

**Bull Thompson**

CORPORATE AND RECRUITMENT CONSULTANTS



TEESSIDE £40,000

## Finance Manager

Enron Corp is a dynamic expanding U.S. integrated natural gas company with a turnover of \$10 billion and 7,000 employees. It has recently formed Enron Europe in the UK to develop new business in Europe. The first piece of the European expansion is the construction and operation of the UK's largest gas-fired combined cycle cogeneration power station. The power station is commissioning in August 1991 and will be completed in April 1992. It will generate 3% of the UK's electricity supply. In addition Enron is constructing a petroleum liquids refinery facility in Teesside which will be completed in April 1993.

The Finance Manager will initially report to the European Director and be responsible for the financial aspects of Enron's operations. The manager will have a key role in the development and be responsible for the management of the finance department. He will be a member of the management team and be expected to make a significant contribution to the commercial success of the operation.

The successful candidate will probably be in his/her thirties with hands on systems development skills and substantial experience in power generation, chemical or a related industry. He/she will have a proven track record in a demanding environment with outstanding leadership communication and commercial skills.

In addition to a competitive performance related salary, Enron offers a progressive and flexible benefits package which includes a share ownership plan, a money purchase pension plan, medical and dental cover and a generous car allowance. Relocation assistance is also available. If you feel capable of meeting the challenges of this unique opportunity please write with a full C.V. and current salary package to: Carol Field, Enron Europe Ltd, Concorde House, Concorde Way, Preston Farm Industrial Estate, Stockton on Tees, Cleveland TS16 1EL. Tel: 01642 612 425.

# ENRON

## Finance Director Trade Organisation

### Central London

Our client is one of the largest Trade Associations in the U.K. with its members representing three-quarters of their U.K. conducted business. The head office is based in Central London with a strong network of regional offices throughout the U.K. In addition to the mainstream financial services, the client is also involved in a wide range of profitable commercial services, including publishing, training and conferencing.

The Finance Director will be a key member of the Executive Board. Reporting to the Director General you will assume overall responsibility in all areas of Finance, Information Technology, Secretariat, Personnel and Administration.

### Salary Negotiable + Car + Benefits

An important responsibility will be the development and implementation of professional and financial policies and procedures.

You will be a qualified accountant of graduate calibre with a high degree of commercial awareness. You will have demonstrated strong technical skills, initiative and creativity in your current position.

In the first instance, please contact Chris Denington, Head of Human Resources Division, by writing to him at the address below quoting reference CD012 or alternatively telephone him on 071 383 5100.

Grant Thornton Management Consultants, Grant Thornton House, Melton Street, Easton Square, London NW1 2EP.

**Grant Thornton**  
MANAGEMENT CONSULTANTS

The UK member firm of Grant Thornton International

## POLY-LINA LTD

Poly-Lina is a dynamic UK based company with a £20 million turnover and a staff of 450.

For 25 years we have been a leading manufacturer of Bar-Lines, Barbed Wire, Poles and Fencing. Based in the Midlands.

For an interview or to see the factory, please contact The Personnel Director, Poly-Lina Ltd, Halesfield 11, Telford, Shropshire, TF7 4LZ. Phone: 0952 583511.

Our need is for a bright and ambitious qualified accountant to take a leading role in our Finance Department.

Candidates must have broad experience gained in a manufacturing company, ideally in the FMCG sector. Familiarity with sophisticated computer based systems is vital. You must also be committed, flexible and used to working with operational detail. Above all you will be a proven people manager with well developed interpersonal and communication skills.

## FINANCIAL ACCOUNTANT

£30,000 + CAR ENFIELD, MIDDLESEX

The work will be interesting and varied. Reporting to the Finance Director, key responsibilities will include leading the management accounting team, developing new performance indicators, and managing all accounting and financial requirements.

You will be expected to achieve early promotion within our fast developing organisation.

## Challenging Careers for Economists at The International Monetary Fund



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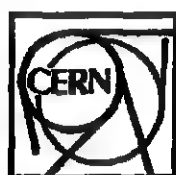
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FINANCIAL TIMES FRIDAY SEPTEMBER 6 1991

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# FINANCIAL TIMES COMPANIES & MARKETS

Friday September 6 1991

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## INSIDE

### Uranium producers face military glut

Hard-hit uranium producers now face a threat of a market glut. Military stockpiles equivalent to 200,000 tonnes of uranium may be dumped on the world market, according to a study published yesterday by the Uranium Institute. Page 26

### Cookson profits fall 76%

Cookson, the UK industrial materials group, has reported a 76.2 per cent fall in pre-tax profits to £17m (£28.7m) in the six months to June. Robert Malpas, chairman, (left) described the decline as "unsatisfactory". A further disposal more than halved last year's profit to £246.7m. Page 23

### Epic performance at MGM

As complex as any Hollywood thriller, the legal battle for control of MGM has resulted in a web of broken promises and undocumented loans. MGM looks behind the scenes of one of the most intriguing performances this year in the US. Page 19

### Tonic for French shares

Reforms proposed by the French government for an overhaul of the pharmaceutical industry have provided a tonic to drug shares in the Paris bourse. At the heart of the reforms is the aim to improve the international competitiveness of the sector. Back Page

### Looking after the margin

Margin trading in Japan, which accounts for 19 per cent of turnover, and almost half of all trading by individual investors, has several unique features. It is the hybrid company, Japan Securities Finance, which plays a key role in the running of the market. Emilio Terazono reports. Page 23

### Burnham Castrol down to £72m

Burnham Castrol, the UK lubricants manufacturer, has reported a sharp decline in earnings for the first half. The company is financing a £250m acquisition. Profits slipped 9 per cent to £72.2m (£121m). Page 25

### Rise for Courtaulds Textiles

A cut in business helped Courtaulds Textiles produce a moderate increase in interim pre-tax profits despite a 10 per cent decline in operating profit. Martin Taylor, chief executive, said trading conditions were "the most difficult for a decade". Profits improved to £16.6m (£10.1m). Page 23

### Sharp decline at BTR Nylax

BTR Nylax, the 52 per cent subsidiary of BTR in the UK, reported a sharp decline in earnings for the first half. Profits dropped 41 per cent to £515m (£118.8m). Page 18

### Good times for Malaysian cocoa

The slump in world cocoa prices has brought good news for Malaysian producers. Page 28

### Market Statistics

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### Chief price changes yesterday

FRANKFURT (DM)		PARIS (FF)	
Colson	410 + 30	Bourgeois	570 + 11
Engelhardt	324 + 9	CDP	1125 + 25
Hell	410 + 10	Mar-Dele	244 + 16
Puff	8	Thal	84 + 26
ULW	554 - 12	Puff	780 - 10
Wendel	247 - 10	Wendel	748 - 16
Wendel	247 - 10		
NEW YORK (\$)		TOKYO (Yen)	
Alcoa	21 1/4 + 3/4	Alcoa	724 + 74
Aluminum	15 1/4 + 1/4	Aluminum	2880 + 280
Steel	33 + 3	Steel	675 + 35
Steel	157 + 7	Steel	354 + 13
Steel	178 + 8	Steel	70 + 6
Steel	21 + 7	Steel	147 + 9
Steel	212 + 14	Steel	347 - 12
Steel	1285 + 20	Steel	279 - 9
Steel	50 + 4 1/2		

New York prices up at 12.30pm.

## BTR's accounting upsets analysts

By Andrew Bolger in London

BTR, the UK industrial conglomerate, infuriated City analysts yesterday by changing its accounting policy to produce higher than expected profits.

The reported pre-tax profits of £512m (£28.7m) in the six months to June 30 were well above most forecasts. However, BTR included in the figure a gain of £90m from the recent disposal of its Pretty Polly hosiery business.

Mr Alan Jackson, BTR's new chief executive, said the company had decided to strip out the results of disposals in a new segment of trading profits.

This reflected the group's stated intention to remain a core active trader and was also in line with proposed new accounting standards.

By taking the profit from Pretty Polly above the line, BTR showed a 1.2 per cent increase on last year's interim profits, adjusted for currency movements.

However, the impact of disposal is stripped out, the pre-tax figure falls by 11.3 per cent.

Analysts contended that BTR had jumped the gun by using a new approach, which is still under discussion and is expected to take effect until next year according to the Accounting Standards Board.

The board aims to settle the debate over whether individual gains or losses should be treated as exceptional or extraordinary - and thus be treated above or below the line - by putting

nearly all transactions through the profit and loss account.

Analysts also said the BTR booked profits in the first half from the Pretty Polly disposal, which it only announced on August 12.

Ms Kathleen O'Donovan, BTR's recently appointed finance director, said the group was in June, the announcement was delayed at the request of the purchaser, Sara Lee.

BTR rose 9p to 424p when the figures were first announced, but fell back quickly and closed at 424p, down 5p on the day.

Apart from the row over accountancy policy, the results were well received. Turnover dropped from £3.29bn, adjusting for exchange rate movements, but earnings per share rose from 16.7p to 17.4p.

The interim dividend was lifted from 7p to 7.5p. Lex, Page 16; Nylax falls 41p.

French defence producers are growing increasingly co-operative, reports William Dawkins

## Missiles that wipe out old rivalry

Until recently, the French defence industry used to pride itself on its independence.

Just how much the decline in world demand for defence equipment has cooled the bravado of the industry is evident when Thomson-CSF, the state-controlled defence group headed by Mr Alain Gomez, announced that it was to turn over the production of the VTI missile to Euromissile.

The 20-year-old consortium of Aérospatiale, the state-owned, and MBDA, the German missile group, is a clear sign of co-operation.

This could well be the prelude to wider co-operation with other weapons. "For the future, we are not minded," said Mr Noel Claveloux, director of Thomson's missiles systems branch.

The missile at the heart of yesterday's accord is the VTI, a short-range weapon capable of travelling 10km at 3.5 times the speed of sound, the fastest in its class.

The VTI can be used by the launchers in Thomson's Cruise missile system and will be modified by Euromissile's Roland system, thereby offering a cheap option with the same weapon for these formerly fierce competitors.

Aérospatiale will avoid the high cost of developing a new missile and Thomson will have a market in which to develop its development cost.

"This co-operation will reduce competition between the members," said Mr Jean-Louis Fauche, director of Aérospatiale's missile division.

Between them, Thomson and Euromissile hope to make 60 per cent of the short-range ground-to-air missile sold outside the European Union.

At least 25,000 old-style missiles are in service, mainly with the German military, with an estimated replacement value of



Bolt from the blue: Alain Gomez is in charge of Thomson-CSF's VTI missile in a European consortium

FFR30bn (£5bn), according to Mr Fauche.

Not long ago, the Euromissile partners and Thomson-CSF had very different plans. Just over a year ago, Aérospatiale and MBDA embarked on a FFRbn programme to produce a new Roland, code-named RM-5, with Matra, the French space, telecommunications and transport group.

At the time, Thomson was planning to pool its entire missiles business with British Aerospace, to create Eurodynamics, which would have been Europe's leading producer.

Six months ago, Thomson pulled out of its Eurodynamics deal, saying the market had become too uncertain for such an ambitious joint venture.

In July, the Euromissile partners left in their hands by shelving indefinitely the RM-5.

Eurodynamics was a last-minute idea. Admittedly, it had spent less than FFR20m on the RM-5 project, and was working on other products with Thomson and Euromissile.

Yet Matra is also facing increasing competition in another important area of its business, the Espace family vehicle, which accounted for 15 per cent of group sales last year.

Stockbroking analysts believe Matra will now be under pressure to limit itself to a smaller market, making air-to-air missiles, though the company strongly denies this.

It is equally bad news for LTV, which has just shipped its first and last 1,000 VTI missiles for Thomson, and will now see production shifted to Euromissile's four French and German sites.

While LTV will no doubt shed a tear, it cannot be surprised, as a possible shift of production to Europe was foreseen in the original contract, says Thomson.

Stockbroking analysts believe Matra will now be under pressure to limit itself to a smaller market, making air-to-air missiles, though the company strongly denies this.

It is equally bad news for LTV, which has just shipped its first and last 1,000 VTI missiles for Thomson, and will now see production shifted to Euromissile's four French and German sites.

While LTV will no doubt shed a tear, it cannot be surprised, as a possible shift of production to Europe was foreseen in the original contract, says Thomson.

## Strong US result lifts Ahold to 10% growth in quarter

By Ronald van der Krol in Amsterdam

AHOLD, the Dutch supermarket group which operates large grocery chains in the US, yesterday reported a 10.2 per cent increase in second-quarter profit, as strong growth in the US outstripped a more modest gain at home.

Net profit in the second quarter rose to £164.4m (£15.5m) from £150.5m (£14.5m) in the same period of 1990, raising first-half results to £140.8m from £136.3m, a gain of 11.5 per cent.

The figures met analysts' expectations, and the US acquisition limited growth in net profit to £12.5m (£12.5m) to close up £12.5m (£12.5m) to £140.8m (£140.8m) from £136.3m (£136.3m), a gain of 11.5 per cent.

Ahold said that operating profit in the US surged by 64 per cent to £41.2m (£41.2m) mainly to

the first-time consolidation of the recently acquired Tops Market supermarket chain in New York state.

In the Netherlands, operating profit showed a slight 1.8 per cent rise to £139.4m. The company said that domestic profit growth had been held back by wage rises as well as by the disappointing performance of its institutional food supply division which is undergoing restructuring.

Although operating profit was up 10 per cent overall, a rise in charges connected with the Tops acquisition limited growth in net profit to £12.5m (£12.5m) to close up £12.5m (£12.5m) to £140.8m (£140.8m) from £136.3m (£136.3m), a gain of 11.5 per cent.

Ahold's dual-currency interim dividend has been £10.30 and £10.30, a slight rise from the

£10.30 and £0.075 payout at the end of the first half.

Second-quarter sales in the Netherlands rose by 7.6 per cent to £12.4bn, while US sales jumped by 37 per cent to £1.4bn due to the Tops takeover. Excluding Tops, the rise in US sales was just under 7 per cent.

Ahold's three other US chains - Bi-Lo, Giant, and First National - all posted sales increases, but growth was hampered by the US recession, the company said. It repeated earlier forecasts that after-tax results would show a rise in 1991, in spite of the increase in interest charges prompted by its most recent US acquisition.

## New discoveries in Walker probe

By Robert Peston in London

THE DISCOVERY of a second allegedly forged letter and a dispute over more than £5m (£5m) in commission payments lay behind a decision by Brent Walker's directors to ask the Serious Fraud Office to investigate the group.

The Serious Fraud Office is examining payments of between £5m and £6m in commission by Mr Michael Eland, a Paris-based property dealer.

Brent Walker found a letter, apparently signed by Mr Eland, which was in effect an invoice for more than £5m in commissions. Last month, Brent Walker's directors led by Lord Kindersley, who became chairman in January, confronted Mr Eland with this letter. He denied it.

Lord Kindersley and his new executives were puzzled by the payments because they were much bigger than other commissions paid by Mr Eland. The payments also seemed large compared with the service Mr Eland appeared to have provided. One payment for almost £3m described in company documents

as a commission for arranging a £5m investment in US property.

Mr George Walker was chairman and executive director of Brent Walker when the payments were made.

He said yesterday he did not remember Mr Eland's letter but that under a lump sum was paid to Mr Eland to cover several pieces of business transacted by Mr Eland in the company.

Mr Walker added this payment was approved at a full board meeting.

Last month, the company was confronted with the mystery of these commission payments, it also received reports from two experts that the letter, apparently signed by the Irish property entrepreneur, Mr Eland Power, had been forged.

## Reckitt purchase adds to profits

By Jane Fuller in London

TAXABLE profit at Reckitt Colman, the UK-based household products and food group, rose 11 per cent to £127.6m (£127.6m) in the first half of the year, thanks to a North American acquisition.

Reckitt bought Boyle Midway, a household products and toiletries business, for £713m halfway through last year. Sir Michael Colman, chairman, said it added about £200m to sales, which totalled £994.1m (£843.5m), and accounted for most of the £34m growth in trading profit to £147.5m.

However, the acquisition also lay behind £10.5m (£10.5m) of interest costs, and a further after-tax charge of £4.4m (£770,000) convertible capital bonds issued to help finance the deal.

Sir Michael said the reduction of debt from about £260m in December had been delayed by dollar appreciation and sales spending on reorganisation. Exchange rate movements had reduced trading profit by £7m.

He pointed to improvements in the profit margin, particularly in continental Europe and North America, saying "this is fundamental to our acquisition". However, conditions remained difficult in the group's main international markets.

Mr John Lawrence, who retired as chief executive at the end of this year, said that flat sales of £180m in the UK followed a business disposal. Trading profit of £31.5m (£25m) was helped by a £3.2m pension gain.

On the continent sales rose to £272.8m (£221.3m) and profit jumped by 45 per cent to £44m. In North America, profit more than doubled to £25m (£11.9m) on sales of £282.7m (£191.9m).

With the integration at Boyle nearly complete, Reckitt was turning its attention to acquiring brands and bringing out new products.

Profits improved in Asia, Latin America, but fell back in Latin America.

After the Boyle acquisition, household products accounted for 70 per cent of trading profit, compared with 60 per cent.

Food, a lower margin business, had a flat first half, affected by a disposal, the strengthening dollar and slow soft drink sales in the UK. Pharmaceuticals benefited from rationalisation.

Fully diluted earnings per share rose by 11 per cent to 30.2p (19p). The interim dividend goes up to 5.55p (4p).

Lex, Page 18; Observer, Page 14

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## INTERNATIONAL COMPANIES AND FINANCE

## Oerlikon-Bührle in SFr200m loss

By William Dufforce in Geneva

OERLIKON-BÜHRLE, the Swiss industrial and armaments group, which has been the object of a radical restructuring over the past year, yesterday disclosed a first-half operating loss of around SFr200m (\$131m).

In 1990, the group reported an operating loss of SFr91m, while the parent company, hit by restructuring costs, posted a net loss of SFr254m.

All the activities of the industries division are to be sold off or shut down by the end of 1991 and the military division will be further shrunk. Some 800 jobs will be lost in the end of the year.

In the first half, group revenue was reduced by 10 per cent to SFr1.2bn, said Mr Hans Widmer, chairman, but that with a 10 per cent increase in the second half from the invoicing of some large military contracts and with restructuring measures starting to take effect, the operating result would certainly not be worse by the end of the year and could show some improvement. But restructuring costs would still have to be taken into account.

During the first half, turnover of SFr1.6bn was 12 per cent down while for the subsidiary remaining after the recent disposals of the welding

and insurance companies incoming orders at SFr1.4bn were 22 per cent lower than in the first six months of 1990. Oerlikon-Bührle's biggest problem is that it has failed to find a buyer for the military division which has generated SFr1.2bn in restructuring costs to date in addition to an investment of some SFr1bn in a guided missile system, Adats, which has been sold to only one customer.

Nevertheless, Mr Widmer said, restructuring in date had reduced the vicious circle of lower cash flow and increasing net debt, although improvements at the operational level

were not yet enough to ensure a profitable future. Group turnover would be reduced to around SFr3.5bn compared with the SFr4.5bn at which it had remained stuck in 1986. Cash flow had to be increased from an expected SFr70m in the current year to SFr300m.

Even with that increase, indebtedness could be reduced only slightly from its current SFr1.5bn by 1991, due to continuing commitments in large military projects. These projects would no longer affect the operating result after 1991 but would continue to put a strain on liquidity.

## Sasea loses SFr220m and seeks MGM deal

By William Dufforce

SASEA HOLDING, the parent company for investment banking group, yesterday announced a loss of SFr220m for the first half of 1991. As a result, its equity was reduced to SFr250m compared with SFr402m at the end of 1990.

Sasea now says that it is co-operating with Credit Lyonnais, which provides the bulk of the finance for Mr Parretti's takeover, to find a buyer for MGM-Pathe.

The company said that the sale of the MGM-Pathe stake would probably be delayed until the end of the year, but that a profit could be realised when announcing the sale.

Sasea's revenue consists of a 50 per cent share in the SFr67m investment in Media International, the company which was the vehicle for Mr Parretti's purchase of MGM-Pathe. Sasea's slide from a SFr26m profit in 1990 to a SFr220m loss has been prompted by other difficulties. It has a SFr175m in provisions for losses on trading operations, mainly in Yemen, Gabon and Guinea. The operations were halted at the beginning of this year.

For some months the management has been trying to sell assets and reduce group debt, which amounted to SFr1.5bn at the end of 1990. It had sold 50 per cent of its share in Tamol (Italy), where it partnered the Libyan Petroleum Company. It has reduced its stake in real estate holdings in the Italian group of Milan.

More deals are under negotiation with Cofinim, which, together with Sasea, already realised, should cut group debt by some SFr700m, Sasea said. The management expects to reduce debt to SFr300m.

Parretti's main battle, Page 19

## Dutch financial services group moves ahead 18.8%

By Ronald van de Krol

INTERNATIONALE Nederlanden Group (ING), the newly-formed Dutch financial services group, posted an 18.8 per cent increase in first-half net profit and a "satisfactory" rise in full-year results.

The company, formed in 1990 through the merger between Nationale-Nederlanden, the biggest Dutch insurer, and NMB Postbank, the country's third largest bank, said net profit rose to F746m in the first six months of 1991.

In the same period of last year, the partners posted a combined net profit of F162m. A reason for the strong profit

rise was a turnaround in non-life insurance, which managed to produce a slim profit of F17m after a loss of F135m in early 1990 due to heavy winter storms in north-western Europe.

This improvement helped the former ING to a 37 per cent rise in net profit, compared with a 5.2 per cent increase for its partner NMB Postbank.

Describing the first-half performance as good, ING announced an interim dividend of F1.50, a rise of nearly 5 per cent compared with F1.43 a year earlier. The figures, the first presented by the new company, were released

after the close of bourse trading yesterday.

In life insurance, ING posted a pre-tax profit of F120m compared with F122m in the 1990 first half. The group attributed the flat life results to high start-up costs in new markets such as Taiwan and South Korea.

In banking, the group saw a 10 per cent rise in international lending, helping to compensate for a 3 per cent growth in lending at home.

At the end of June, international lending accounted for 13 per cent of the total credit portfolio, compared with 11 per cent a year earlier. Overall, lending rose 6.9 per cent.

## Sun Alliance to lift mortgage premiums

By Richard Lapper in London

SUN ALLIANCE, the UK's largest composite (general life) insurer, yesterday announced that it would increase mortgage indemnity insurance premiums by 50 per cent in October.

The group made the announcement as it posted pre-tax profits of £114m (£92.6m) for the first six months of 1991. Sun Alliance is the largest of the UK insurers to report heavy losses for the period. All have been battered by smaller mortgage indemnity claims as a result of premium cuts have remained competitive.

Sun Alliance is the leading UK underwriter of mortgage indemnity policies - which lenders against say they might incur as

the result of repossessed properties. With the number of repossessions rising as a result of mortgage defaults, Sun Alliance registered underwriting losses of £50m in the first half of 1991.

In the second half, the group expects a further £50m in mortgage indemnity losses. Annual premium income amounts to approximately £50m.

The provisions indicate Sun Alliance has taken a more optimistic stance on trends in mortgage indemnity claims than Eagle Star, the BAT subsidiary, which has a smaller market share than Sun Alliance but made losses of £121m in the first half of 1991.

Mr Stuart Nelson, general manager of finance at Sun All-

iance, said that he judged the provision to be adequate.

Irrespective of differing estimates of the losses, other UK insurers in the market seem certain to follow Sun Alliance's example with new losses.

The mortgage indemnity loss contributed to Sun Alliance's recording pre-tax losses of £114m, which was the same as in the first six months of 1990.

However, last year's results were adversely affected by the drop in claims during the winter of 1990, indicating that there has been a deterioration in underwriting experience this year.

A sharp climb in claims from subsidence damage to residential houses to £61m - following two dry summers - and a

50 per cent increase in theft claims helped push UK underwriting losses to £114m against £50m.

Overall worldwide non-life premium income increased by 4.4 per cent to £1.43bn with life premiums contributing a further 24.7 per cent to revenue. Underwriting income worldwide amounted to £305.2m (£214.9m), but was offset by its profits of £23.6m (£23.6m) and investment income of £107.2m (£107.2m).

The company, which is still financially the strongest in the UK, said that the strength of its balance sheet coupled with expected rises in insurance

revenue enabled a 5 per cent increase in the interim dividend from 5.00p to 5.25p.

## Recession sends Blue Circle down 38% to £57.5m

By Andrew Taylor, Construction Correspondent, in London

THE severe recession in the UK and US construction markets has sent pre-tax profits of Blue Circle, one of the world's biggest cement manufacturers, tumbling 38 per cent to £57.5m (£57.5m) during the first six months of this year.

Turnover fell to £280.5m as demand from the building industry continued to slump.

Mr Jim McColligan, chief executive, said cement sales in Britain during the first half fell 16 per cent as a result of the recession in the construction industry widened.

Concrete and cement sales by Blue Circle subsidiaries in the US fell about 12 per cent after taking into account new acquisitions. Sales were down by more than 20 per cent in some states, said Mr McColligan.

Blue Circle produces just under half of all cement sold in Britain.

The company recently diversified into household products in the UK where it manufactures boilers, bathroom and kitchen products. Last year, it acquired Ceramica Dolomite, the Italian sanitaryware manufacturer. UK cement profits during

the first half fell by 55 per cent to £28.1m from £62.5m. UK property development profits fell more sharply from £6.6m to £1.1m due mainly to the timing of development sales expected in the second half of this year.

In the US, profits from cement, concrete and aggregates fell by more than two-thirds to £1.1m. The market in Atlanta, Georgia, where Blue Circle has struggled in recent years, is expected to pick up as construction work begins for the 1996 Olympics, planned for the city.

Overall profits in Malaysia doubled from £1.5m to £3m. Profits in China held steady at £1.1m but dipped slightly to £1.0m from £1.1m.

Malaysia products rose by a first-time contribution from £1.1m to £1.2m.

The group's balance sheet remained strong despite an increase in net debt from £262m at the end of last year to £318m at the end of June.

The company has declared a maintained interim dividend of 3.75p.

See Page 15

## Interim Report 1991 for Skandia Group Insurance Company Ltd.

The management operating result, which includes unrealized changes in the value of assets, MSEK 764 (344).

Net asset value on 30th June, 1991 totalled MSEK 16,733 (16,105). This corresponds to SEK 218 per share, which is an increase of MSEK 8 over 31st December, 1990.

The operating result for the period MSEK 7 (1,510).

## INSURANCE OPERATIONS

The trend of results for the insurance operations was unsatisfactory. Premium levels in several markets were still not sufficient to cover costs for claims and administration.

Premium rate increases which have been instituted have not yet had any considerable impact on results. Claim costs still remain at an unacceptably high level.

Total premium income rose to MSEK 15,093 (12,360), excluding the operations of Swedish Skandia Life. Premium levels have risen in several markets, particularly in Norway and Sweden.

Results for the Nordic operations represent a marked improvement over the past two years. However, claims for fire losses by small and medium-sized businesses are still a problem.

The newly established Dial companies, which employ telephone sales, their business concept, reported a portfolio of approximately 130,000 policies in force through August 1991. Sales of financial services and unit-linked

products developed well. The Swedish life market has undergone a transformation in recent years. In addition to conventional life assurance - which is offered on a mutual basis by Swedish Skandia Life - Skandia Group now sells unit-linked assurance through the newly established company Skandia Link, as well as through several wholly owned unit-linked companies in Europe.

The insurance result for international non-life re-

insurance remained weak, mainly due to downward pressure on premium levels in the market. The management operating result improved considerably, primarily due to growth in the value of the share portfolio. The Group's life

## SUMMARY OF RESULTS

MSEK	1991 6 mos.	1990 6 mos.	1990 12 mos.
Insurance result	-175	-88	-231
Financial services	11	2	27
Investment income			
Direct investment			
Income	1,767	1,894	3,940
Changes in value			
Capital gains	304	2,226	2,482
Adjustments to			
lower of cost or			
market value	261	-508	-1,306
Changes in surplus			
values of assets	757	-1,166	-3,760
	3,289	2,446	1,326
Of which, allocated			
to insurance			
operations	-1,770	-1,425	-2,826
Joint-group			
expenses	-60	-71	-243
Interest expenses,			
lease	-601	-398	-914
Amortisation of			
goodwill	-130	-125	-253
Management			
operating result	764	344	-3,206
Of which, change in			
surplus value of assets	757	-1,166	-3,760
Operating result	7	1,510	554
Extraordinary items	23	-3	14
Minority interests	11	2	9
Taxes	-11	-451	-349
Result for the year	25	1,058	228

1) Includes a signed part of MSEK 1,990 on the sale of a principal office building.

2) The full-time method has been applied in calculating tax.

a year ago. The share portfolio, in particular, has performed well. Changes in value of the Group's real estate portfolio during the first half were mixed, with increases in Madrid and Lisbon, and decreases in Sweden and the U.K. The value of the Swedish real estate portfolio has decreased by an average of 10 per cent from the values reported on 31st December, 1990.

The total yield from the Group's investment management operations was 7 (5) per cent.

## INVESTMENT MANAGEMENT

The Group noted favourable development within its investment management operations, with an increase in the total investment result compared with

Skandia Group

S-103 50 STOCKHOLM, SWEDEN



**VOLKSWAGEN AG**  
Wolfsburg

First call to exchange ordinary shares  
- Security identification number 766 400 -

The ordinary shares in our company are only the renewal coupon, that the dividend coupon sheets are issued. In view of the fact that the Annual Meeting of Stockholders held on July 4, 1991 voted to change the company's name from "Volkswagenwerk Aktiengesellschaft" to "Volkswagen Aktiengesellschaft", the coupon sheet will not be renewed and the ordinary share certificates that have become incorrect are instead to be exchanged in accordance with Section 73 of the German Corporation Act.

We therefore request our stockholders to present the ordinary share certificates bearing the company name "Volkswagenwerk Aktiengesellschaft", with the renewal coupon, during normal business hours at a branch of one of the credit institutions listed below during the period

September 16 to December 17, 1991 inclusive

so that they may be exchanged for new ordinary shares bearing the company name "Volkswagen Aktiengesellschaft".

The exchange agents in Germany are as follows:

Deutsche Bank AG, Dresdner Bank AG, Commerzbank AG, Berliner Commerzbank AG, Bayerische Hypothek- und Wechsel-Bank AG, Bayerische Landesbank Girozentrale, Bayerische Vereinsbank AG, Berliner Bank AG, Berliner Handels- und Bank AG, BfG Bank AG, Deutsche Girozentrale - Deutsche Kommunalkbank, DG Bank Deutsche Genossenschaftsbank, Hessische Landesbank - Girozentrale, Merck, Finck & Co., B. Metzler seel. Sohn & Co. KGaA, Norddeutsche Landesbank Girozentrale, Sal. Oppenheim jr. & Co. KGaA, M.M. Werburg-Brinckmann, Wirtz & Co., Westdeutsche Landesbank Girozentrale, Westfalenbank AG, Commerz-Credit-Bank AG Europartner, Deutsche Bank Saar AG, Vereins- und Westbank AG.

The exchange agents abroad are as follows:

In Belgium: Banque Bruxelles Lambert S.A., Générale Banque S.A., Kredietbank N.V.  
In France: Société Générale  
In Great Britain: S.G. Warburg & Co. Ltd.  
In Italy: Banca Commerciale Italiana  
In Japan: The Mitsuichi Taiyō Bank, Ltd., Sumitomo Bank, Ltd.  
In Luxembourg: Banque Internationale à Luxembourg S.A.  
In the Netherlands: Algemene Bank Nederland N.V.  
In Austria: Bank für Arbeit und Wirtschaft AG, Creditanstalt-Bankverein, Girozentrale und Bank der österreichischen Sparkassen AG, Österreichische Länderbank AG, Raiffeisen Zentralbank Österreich AG, Schoeller & Co. Bankaktiengesellschaft.  
In Switzerland: Schweizerische Bankgesellschaft, Schweizerische Kreditanstalt, Schweizerischer Bankverein  
In Spain: Bilbao Vizcaya S.A.

Once the ordinary share certificates handed in, together with the renewal coupon, have been examined and established that they are in order, new ordinary shares bearing the company name "Volkswagen Aktiengesellschaft" and the "April 1991" will be issued, accompanied by a dividend coupon sheet containing dividend coupons nos. 31-50 and a renewal coupon. Certificates for one share (DM 50), global share certificates for 10 shares (DM 500) and 50 shares (DM 2,500), multiple share certificates for 2,000 shares (DM 100,000) are available. If shares are held in custody by a credit institution, the exchange will be effected without special instructions from the depositor; in this case the stockholder need take no action.

The new share certificates will be made available to stockholders free of commission charges. The depositary banks are requested to contact one of the above-named exchange agents with regard to refunding of the client commission for share certificates held in separate custody or jacket custody/actually exchanged certificates. There is no client commission in the case of shares held in giro-transferable collective custody, as these shares will be exchanged without the participation of the depositary banks and the depositors do not need to be notified.

The newly issued ordinary share certificates will be deliverable on all German stock exchanges from September 16, 1991 onwards alongside the old share certificates. The now incorrect ordinary share certificates bearing the company name "Volkswagenwerk Aktiengesellschaft" will cease to be deliverable as of October 16, 1991.

Old incorrect ordinary share certificates of the company which have not been presented by December 17, 1991 will be cancelled in accordance with Section 73 of the German Corporation Act. The necessary authorization has been granted by the Wolfsburg District Court.

Wolfsburg, September 1991

The Board of Management



## INTERNATIONAL COMPANIES AND FINANCE

## MGM battle uncovers web of intricate deals

Karen Zagor follows the Parretti court case

A WEB of broken promises and undocumented deals which does little credit to either Mr. Giancarlo Parretti's business methods or Credit Lyonnais Bank Nederland's (CLBN) lending practices has emerged in the legal battle for control of MGM.

The Delaware court case centres on whether Mr. Parretti, the controversial Italian entrepreneur, breached a corporate governance agreement signed in April when the bank agreed to lend MGM \$145m to keep the studio out of the bankruptcy court on the condition that Mr. Parretti ceded day-to-day control. Mr. Parretti's lawyers contend that it was the bank that violated the agreement.

The bank is seeking a permanent injunction to bar Mr. Parretti and two associates from serving as directors, while Mr. Parretti is fighting to regain control of MGM.

In an interview, Mr. Francois Gille, deputy director-general of Credit Lyonnais and a member of CLBN's supervisory committee, said the confused and complex negotiations which led CLBN to acquire an exposure of almost \$200m to Mr. Parretti.

Credit Lyonnais's relationship with Mr. Parretti was forged through its Dutch subsidiary which had a long and generally lucrative history of investments in Hollywood, including its acquisition by Credit Lyonnais in 1983.

Mr. Parretti's involvement with CLBN dates from 1987 when he acquired Cannon Group, the founding B-movie studio that was a long-standing CLBN customer. Cannon was renamed Pathé Communications.

But when Mr. Parretti, who is appealing a jail sentence for fraudulent bankruptcy in Naples, started putting together his \$1.3bn bid for MGM in March 1990, concern

about his past and the source of his funds had made him such a political liability in France that the French government blocked his bid for control of Pathé Cinema.

Credit Lyonnais says it told CLBN to reduce its exposure to Mr. Parretti's empire before he embarked on the MGM deal.

But, last July, Credit Lyonnais admitted its CLBN subsidiary had lent Parretti's various companies \$980m, excluding about \$400m in factoring. The bank, which had been silent about its exposure to Parretti through most of this year, said the litigation had allowed it to break banking protocol about outstanding loans to customers and release details.

Even more embarrassing for Credit Lyonnais was CLBN's admission in the court case that it not only advanced \$160m to Mr. Parretti to help complete the purchase, but also failed to document every aspect of the transaction. Last year, CLBN denied it had been involved in the acquisition.

As one of the terms of Mr. Parretti's deal with Mr. Kirk Kerkorian, who held 80 per cent of MGM, Mr. Parretti agreed to forfeit \$35m if the takeover failed.

Credit Lyonnais says that, only days before the deal was supposed to close, Mr. Parretti went to CLBN and said he needed a bridging loan of \$160m or the takeover would collapse.

The bank's risk was about \$200m in loans to other Parretti entities if the deal had failed. The amount was secured by assets. Mr. Gille, the Credit Lyonnais director who was brought in earlier this year to help CLBN, is adamant the funds were provided as part of a short-term loan which was to be replaced almost immediately with three permanent investments which Mr. Parretti had promised.

"I recognise a lack of documentation of the bridge financing, for which there may have been good reasons," said Mr. Gille. "Looking back, I wish it had been handled differently. With hindsight, there may have been an error of judgment to believe in the promises of Mr. Parretti for investors."

But it was CLBN to deliver the funds quickly.

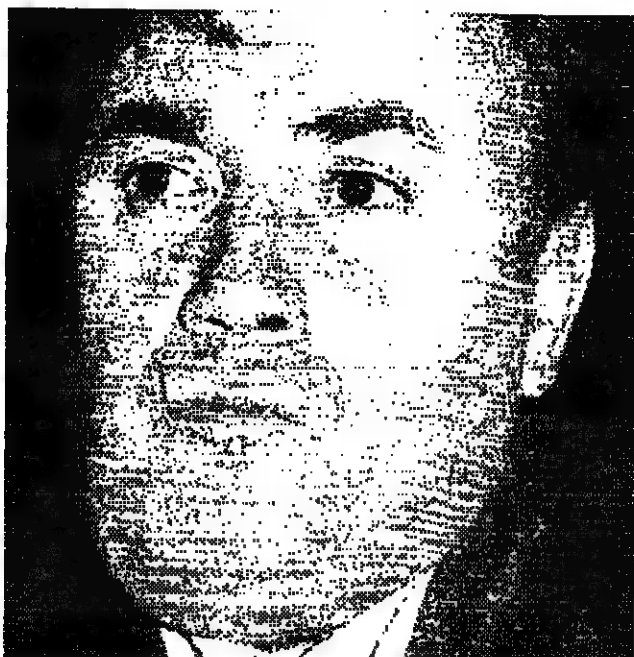
However, Mr. Parretti's colleagues claim the lack of loan documentation was part of an elaborate cover-up to hide the bank's exposure to Mr. Parretti. In court, Mr. Parretti's lawyer said "we do, and will, contest that these were bridge financings and there was any commitment by Mr. Parretti" to substitute the \$160m with outside investments in MGM.

The bank alleges Mr. Parretti promised investments of \$60m from the UK company, Rank Film Laboratories, which he said was covered by insurance bonds, and a contribution of \$50m from Fininvest, the privately-held media company controlled by Mr. Silvio Berlusconi, and another \$50m from Mr. Kerkorian.

In a letter to the bank, Mr. Parretti said he would reimburse the \$50m from Mr. Kerkorian one day after the closing. The bank says Mr. Parretti later repudiated this.

Mr. Parretti's deposition shows the bank's commitment from Fininvest - described in an October 1990 letter from the managing director of Fininvest to CLBN as "irrevocable" - was anything but irrevocable.

According to Mr. Parretti's deposition, Mr. Berlusconi said that if he could get a bank loan he would consider an investment, but if he had to pay cash it would be impossible. Mr. Parretti added Mr. Berlusconi wanted a guarantee he would not be called upon to invest in MGM if he changed his mind. CLBN says it never saw a



Giancarlo Parretti: battle over corporate agreement

penny from Fininvest or Rank to cover the \$100m outstanding. Both sides agree there were several contingencies linked to a possible Rank investment. Rank had merely agreed to invest in MGM. The bank says that last year bonds meant to cover the Rank contribution were to be false.

The bank said the negotiating continued with Rank and Fininvest, which is also a Credit Lyonnais client in Milan, through June.

Although the Parretti camp insists the paperwork is lacking in several other CLBN transactions, Mr. Gille says the only weakness in documentation at the end of March related to the \$110m loans made to cover expected investments from Berlusconi and Rank.

Mr. Parretti's debts to CLBN have been inflated as many times as it is hard to trace them. The Credit Lyonnais loans were made in a byzantine collection of companies of which MGM was one.

Together with Mr. Florio Fiorini, the former Italian media financier who has been Mr. Parretti's main backer, assets were juggled

and multiple companies were used to fund the Hollywood deal. MGM owes the bank about \$400m. Media, a Madrid-based owner of travel agencies, in which Mr. Parretti is a substantial shareholder, owes CLBN about \$200m.

Credit Lyonnais says it has now tried to create a more realistic balance between the autonomy of its subsidiaries and maintained control from Paris.

Stung by investigations that it cannot keep track of the lending practices of its own subsidiaries in Europe, Credit Lyonnais says Mr. Gille says this "does not mean that we don't exercise control on the activities of our subsidiaries and we have strengthened Paris control where there were reasons to do so".

As a result of the MGM debacle, Credit Lyonnais is setting up a special unit in Los Angeles to handle its Los Angeles investments, which had been handled only from Rotterdam.

The case is expected to take several weeks and will be followed by a lender liability suit in Los Angeles, where Parretti is seeking more than \$10m in damages from Credit Lyonnais.

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## Hyundai, Goodyear in plant link

By John Ridding in Seoul

HYUNDAI Petrochemical, a subsidiary of the Hyundai Group, one of South Korea's largest conglomerates, is moving into the production of synthetic rubber through a technology transfer agreement with Goodyear, the US tyre company.

The new business will be the first to use materials from Hyundai's \$200 petrochemical complex, completed earlier this year.

Part of the planned production of synthetic rubber will be supplied to Hyundai Motors, another Hyundai subsidiary

and Korea's largest carmaker. Under terms of the agreement, which awaits approval from the Korean government, Goodyear will supply technology for the production of the synthetic rubber.

Hyundai declined to disclose the amount it was paying for the technology transfer.

Hyundai plans to produce 30,000 tons of synthetic rubber a year after it starts production in 1994. This total will include 30,000 tons of styrene-butadiene rubber and butadiene rubber and 30,000 tons of other rubber. Hyundai will get its supply

of butadiene, a key ingredient in synthetic rubber, from its naphtalene-cracker plant on the west coast of Korea.

The company's decision to manufacture synthetic rubber has prompted fears of over-capacity in the Korean market. Yukong, Korea's largest oil refiner, and Daewoo, a Korean petrochemical company, plan to move into production of synthetic rubber. Analysts foresee little increase in demand.

A spokesman for Hyundai Petrochemical, however, said he saw little difficulty in finding a market for its rubber.

## Brambles suffers first decline for 18 years

By Mark Westfield in Sydney

BRAMBLES Industries, the Australian transport and waste management group, yesterday announced its first profit decline for 18 years. The company posted net earnings of \$1.12m (US\$150.8m) for the year to June 30.

Group operating profit for the year, when tax and amortisation were added, fell 6.7 per cent to \$211.83m on the previous year's earnings of \$226.22m. Sales revenues were 11.3 per cent up at \$2.29bn, due partly to the inclusion of revenues from recently-acquired bulk haulage and heavy haulage

operations in Papua and the UK. Elsewhere, revenues were flat, with recession in its main market in Australia as well as in the UK and the US holding back performance.

The stock jumped 15 cents over the day, peaking at 20 cents above Wednesday's close, after directors decided to pay a special 5 per cent fully-franked dividend on top of its steady final dividend of 35 cents, tax-free, to take the pay-out for the year to 55 cents fully franked.

Brambles said the special dividend was a partial distribution of its surplus franking credits.

## Citic Pacific wins Hang Chong

A CONSORTIUM led by Citic Pacific, the Hong Kong-listed

firm, has won the bid to acquire Peking's China International Trust & Investment Corporation, a night-wire control of Hang Chong, a trading and agency group.

Earlier this week Citic Pacific bid HK\$6.94bn (US\$894.3m) to acquire

the Hang Chong.

The consortium, involving Mr. Li Ka-shing and Mr. Robert Kuok, announced it had received irrevocable undertakings from the shareholders of Hang Chong's shares. The offer is therefore unconditional.

## Nylex slides 41.6% to A\$258.93m

By Mark Westfield

BTR NYLEX, the 82 per cent subsidiary of BTR in the UK, joined the growing ranks of Australian groups reporting sharp falls in earnings.

Equity net profit for the six months to June fell 41.6 per cent to A\$151.14m from A\$258.93m (US\$203.34m) in the corresponding period last year. Profit falls in most of its

markets in Australia and the US were only partly offset by improved earnings in operations in Malaysia, Thailand, Indonesia and Japan.

Sales in its main markets, Australia and New Zealand, were down 12.6 per cent to A\$24bn, and earnings for the region dropped 44 per cent to A\$17.1m as a result of tight

margins in the automotive, building products and commercial equipment businesses.

Investors and institutional investors, who had been a slump in this order, have steadily marked down the stock from its recent high of A\$2.75 in May to yesterday's close of A\$2.76, up 1 cent on the day.



## JACOBS SUCHARD

## NOTICE

concerning the public offer on July 25, 1991, by Colima Holding AG (now Jacobs Suchard Ltd.) to buy all outstanding shares, participation certificates and Series "B" warrants of Jacobs Suchard Ltd. (now Amilock AG in liquidation).

- On July 25, 1991, Colima Holding AG (now Jacobs Suchard Ltd.) submitted a bid to holders of shares, participation certificates and Series "B" warrants of Jacobs Suchard Ltd. (now Amilock AG in liquidation).
- In accordance with the decree issued by the Commission for Regulatory on behalf of the Association of Swiss Stock Exchanges, Colima Holding AG (now Jacobs Suchard Ltd.) is not subject to the supplementary period in accordance with Paragraph 3.7 of the Swiss Code governing Takeovers, the bid published on July 25, 1991, finally expired on August 30, 1991.
- In response to the offer, 440 registered shares (corresponding to 0.02% of the capital and 0.03% of the voting rights), 465 bearer shares (corresponding to 0.08% of the share capital and 0.03% of the voting rights), 2454 participation certificates (corresponding to 0.39% of the participation certificate capital) and 1124 Series "B" warrants (corresponding to 4.31% of all outstanding warrants) were presented. In addition, the registered shares, bearer shares and participation certificates already held by Colima Holding AG (now Jacobs Suchard Ltd.), the company now owns 99.96% of the share capital and 99.80% of the participation certificate capital, corresponds to 99.97% of the voting rights of Jacobs Suchard Ltd. (now Amilock AG in liquidation).
- The purchase price for all securities presented in response to the offer will be paid out Thursday, September 12, 1991.

Zurich, September 5, 1991

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## INTERNATIONAL CAPITAL MARKETS

## Japanese issues fall from peak on profit-taking

By Sara Webb in London and Karen Zagor in New York

JAPANESE government bonds reached new highs in the cash and futures markets on hopes of an easing in interest rates. However, the cash market fell back on position-closing and profit-taking to end slightly lower on the day.

## GOVERNMENT BONDS

Overnight unsecured call money rates slipped to 7 1/4 per cent from 7 1/2 per cent, but the market hopes to see a further easing in interest rates soon. Traders are waiting for the release today of the Bank of Japan's quarterly economic "tankan" report. It is widely expected to show a slowdown in the Japanese economy, with a fall in capital investment and personal consumption.

The market will also be watching today's US employment report to see whether the US Federal Reserve eases interest rates. A fall in US interest rates would put pressure on the Bank of Japan to lower its official discount rate.

The yield on the benchmark No. 109 JGB reached 6.245 per cent, as the bond price hit its highest level since February.

Short and medium-dated gilts showed strong gains while long-dated gilts only edged up. The 10 per cent gilt due 1996 opened at 100 1/4 and traded up to 100 1/2, while the benchmark 11 1/2 per cent gilt due 2003/07 edged up from 112 1/4 to 112 3/4.

Traders expect the Bank of England to announce either a gilt auction or tap issue shortly.

## part of funding programme

The French government bond auction yesterday was well-received, allowing the Treasury to sell a total of FF74.73bn of bonds. However, government bond prices fell between 1/4 to 1/2 of a percentage point during the day, following the US Treasury bond market.

The French Treasury sold FF74.43bn of the 9.5 per cent OAT due 2001, at an average yield of 8.94 per cent, and FF72.3bn of the 8.5 per cent bond due 2019 at an average yield of 9.03 per cent. The bid-to-cover ratios for both of the auctioned bonds were high, traders said.

On the Matif futures exchange, the September bond futures contract closed at 106.14, down 0.14 from last Wednesday's volume of 78,977.

Elsewhere, German government bonds slipped back, following the US Treasury bond market. Traders reported further switching out of German and French government bonds into Ecu bonds yesterday. The spread of the Ecu OAT due 2000 over the 9.5 per cent Jan

2001 French government bond has tightened this week from 12 basis points on Monday to 9 basis points yesterday.

US Treasury trading on a soft note yesterday morning as the market awaited today's US employment figures.

The market's weak undertone was set by a statement from the Federal Reserve Board governor, Mr John LaWare, who said the US economy "is in the early stages of a genuine recovery".

However, a number of players still believe that monetary policy will be eased if the employment data are extremely weak.

At mid-session, the Treasury's 9 1/2 per cent bond was down 1/4 at 104 1/4, yielding 8 1/4 per cent, while the 8 1/2 per cent were unchanged.

The Federal Reserve arranged four-day system repurchase agreements, in line with expectations at the start of the two-week maintenance period. At mid-session, Fed Funds were trading at 5 1/2 per cent.

The market started only briefly to weak car sales figures for late August from Ford.

## BENCHMARK GOVERNMENT BONDS

	Yield	Price	Change	Yield	Price	Change
AUSTRALIA	10.00	104.01	-0.01	10.00	104.01	-0.01
BELGIUM	8.00	108.01	-0.01	8.00	108.01	-0.01
CANADA	7.00	107.01	-0.01	7.00	107.01	-0.01
DENMARK	7.00	107.01	-0.01	7.00	107.01	-0.01
FRANCE	8.00	108.01	-0.01	8.00	108.01	-0.01
GERMANY	8.00	108.01	-0.01	8.00	108.01	-0.01
ITALY	12.00	102.01	-0.01	12.00	102.01	-0.01
JAPAN	10.00	104.01	-0.01	10.00	104.01	-0.01
NETHERLANDS	8.00	108.01	-0.01	8.00	108.01	-0.01
SPAIN	11.00	103.01	-0.01	11.00	103.01	-0.01
UK GILT	10.00	104.01	-0.01	10.00	104.01	-0.01
US TREASURY	8.00	108.01	-0.01	8.00	108.01	-0.01

London closing. \*Denotes New York morning session. Prices: US, UK in \$/100, others in decimal. Technical Data/ATLAS Price Service

## Ex-Drexel head for County NatWest

By Michael Waters

THE FORMER head of equities at Drexel Burnham Lambert has been appointed to run the equities business of County NatWest, the investment banking arm of the UK clearer.

The move marks the latest in a series of senior management changes at County, which has been through a turbulent four years since the 1987 stock market crash. It has been threatened with closure if it cannot return to sustained profitability in the near future, though its performance this year has been on target.

Mr Arthur Kirisch, who takes over as managing director of County NatWest Securities from Mr Tim Ferguson, took 60 Drexel staff to County after the US securities firm closed in early 1990. He will remain president of County's US equity operations.

The departure of Mr Ferguson after two years completes another round of senior management changes at County, leaving it with a third revamped top management team since the equity business was created during the UK's Big Bang reforms five years ago.

Mr Ferguson was said by County to have left "for personal reasons" and could not be contacted yesterday. He had done much to bring County's cost base under control in the past two years and rebuild its flagging reputation in UK equity research. However, the firm's revenues remain too low, and Mr Kirisch hinted yesterday that more should have been done to get different parts of the bank to work together.

Mr Kirisch, a former top US beverage and tobacco analyst, said both US and UK equity businesses were performing well, and that his aim was to develop greater strengths in corporate finance on both sides of the Atlantic, where County has been weak in the past.

## Simex seeks trading links with London

By Peter John

SIMEX, the Singapore futures exchange which last year saw a fall in turnover for the first time since it began trading in 1984, has been seeking links with leading London financial markets in an attempt to boost European interest.

A five-strong delegation headed by Mr Francis Yeo Teng Yang, chairman of the Singapore International Monetary Exchange, has been in discussions with the International Petroleum Exchange (IPE) and the London Financial Futures Exchange (Liffe) in the hope of developing a collaboration agreement.

Simex already has a relationship with the Chicago Mercantile Exchange, its partner in pioneering the world's first mutual offset trading system. As the first step to 24-hour trading, mutual offset allows a trade opened on one exchange to be closed on the other and be treated as a single transaction.

Mr Yeo would like a similar relationship with Liffe. He said nothing concrete had developed during the visit, but added: "Discussions are under way with the IPE on energy contracts. Liffe is not so firm but we have exchanged views to see where our common interests are."

Mr Peter Wildblood, the chief executive of the IPE, said yesterday: "We are exploring various avenues with Simex and we are hopeful that we will be able to develop various possibilities." Liffe had no comment at this stage.

The Simex delegation has also been making presentations in London, Frankfurt and Paris this week to representatives of more than 75 financial institutions.

## CME, CBOT in Budapest project accord

By Barbara Hart in Chicago

THE Chicago Mercantile Exchange and the Chicago Board of Trade have signed an agreement with the US government to help develop the Budapest Commodities Exchange.

The accord is for a three-phase project, which will begin with a feasibility study on how to introduce US equipment, technology and services to the new US companies and well positioned to take part in the project's later stages.

The study will be supported by a \$420,000 grant from the State Department's Trade and Development Programme.

NEW ISSUE

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September, 1991



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## Rise in equity-linked finance in Tokyo

EQUITY-linked finance raised by Japanese companies rose to ¥1,060bn in August, up 14.3 per cent on July and the highest amount since December 1989, underwriting departments at Japanese securities houses

announced yesterday, writes Emilio Terazono. At the height of the bull market in December 1990, a total of ¥2,230bn was in new equity-linked finance.

Overseas issues totalled ¥745bn in August, at which dollar-denominated bonds accounted for ¥482.6bn. In the domestic market, a total of ¥190.5 was raised in convertible bonds and ¥100bn in warrant

## FT/IBD INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Latest prices at 4:30 pm on September 5

U.S. DOLLAR STRAIGHTS				FOREIGN STRAIGHTS				FOREIGN STRAIGHTS			
ALBERTA PROV. 5 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 5 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 5 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 6 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 6 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 6 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 7 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 7 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 7 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 8 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 8 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 8 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 9 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 9 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 9 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 10 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 10 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 10 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 11 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 11 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 11 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 12 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 12 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 12 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 13 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 13 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 13 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 14 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 14 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 14 1/2%	10.00	104.01	-0.01
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ALBERTA PROV. 16 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 16 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 16 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 17 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 17 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 17 1/2%	10.00	104.01	-0.01
ALBERTA PROV. 18 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 18 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 18 1/2%	10.00	104.01	-0.01
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ALBERTA PROV. 51 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 51 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 51 1/2%	10.00	104.01	-0.01
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ALBERTA PROV. 55 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 55 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 55 1/2%	10.00	104.01	-0.01
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ALBERTA PROV. 60 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 60 1/2%	10.00	104.01	-0.01	ALBERTA PROV. 60 1/2%	10.00	104.01	-0.01
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## Cautious tone is evident under weight of new paper

By Simon London

THERE WAS a more cautious tone in the international bond market yesterday as the market digested the weight of new paper launched over the past two days and investors waited for release of important employment data in the US today.

Compagnie Bancaire, French financial institution, came with a \$250m four-year deal managed by Paribas Capital.

The deal carries a 7% per cent coupon and was priced to yield 61 basis points over Treasury securities.

Participants in the deal reported that the yield spread had widened to 63.5 basis points by the close of trading. Syndicate

that the deal had been heavily in the international bond market this year added to which the coupon was high enough to attract much retail buying.

The \$250m dollar deal was more supply, with Ford Motor Credit and Banco Indosuez launching three-year deals via Goldman Sachs.

The \$250m Ford deal

a higher 10% per cent coupon and a yield spread of 95 basis points over Canadian government bonds.

The Banque Indosuez paper was priced to offer a yield spread of 49 basis points over government paper.

Participants said that the pricing of both deals was competitive but fair. Syndicate managers said that both deals should attract retail buying over time, although yesterday were much brisk

than for similar deals earlier in the year.

The European Investment Bank's new 10% coupon standing 10% per cent

The fungible tranche was fully underwritten by Barclay's de Zeeuw and priced to yield 23 basis points over UK government paper.

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## European securities regulation stalled

By Richard Waters

ATTEMPTS to standardise European securities regulation look once again to be stalled, meaning that the target deadline for new rules of January 1 1993 will now almost certainly be missed.

The European Commission has planned a meeting of representatives of member-states for next Wednesday to try to push forward discussion on the Investment Services Directive, which has been the subject of heated disagreement in recent months.

However, the meeting, scheduled to take place in Luxembourg, has been cancelled and no replacement has been arranged.

An EC official said yesterday that the deal which will be put to the member-states on the directive was not nearly as close as it had been.

The directive would give the EC a new role in securities regulation, and would also give it a new role in securities regulation.

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## Tokyo margin regulator under fire

Emiko Terazono on calls for changes to share trading practices

JAPANESE investors' love of trading on margin is just one of the unusual features of the country's stock market, but it is charged that margin trading goes smoothly.

The Tokyo Stock Exchange (TSE) is officially empowered to raise margin collateral requirements on stocks it considers the most volatile.

However, the TSE, which also limits trading in volatile stocks with high margin positions, thus in effect restricting speculative activity.

Mr Fumio Kimura, senior managing director of JSE, says that one of the major functions of JSE is to ensure that margin transactions are carried out smoothly. He says that although the company is an

unique institution, it does not have a monopoly.

JSE accounts for 10 per cent of lending for margin buying transactions, and between 30 to 40 per cent for stock lending for margin selling. The brokerage houses account for the rest of the market.

JSE is quite open about its close ties with the Bank of Japan and the Ministry of Finance. Every president has been an ex-Bank of Japan official, and the company claims to work in close contact with the Ministry of Finance and the Tokyo Stock Exchange.

Some market participants argue that instead of controlling the quantity of stock lending, JSE should increase lending rates as demand increases. This way, it could use market

forces to curb speculation. They also argue that more securities finance companies should be allowed to operate.

But Mr Kimura says that while loans on margin buying transactions can be controlled by fluctuating rates, lending stocks is a different matter. There is a limit to the availability of stock in any particular company - something officials at the TSE also point out.

"If there is a possibility of stock procurement difficulties in the near future, it is in our interest to prevent it," says Mr Kimura. Investors who sell a stock on margin will have to return the borrowed stock when the six-month margin period expires. A sharp rise in margin selling means that at the end of six months, there will be a surge of buying and a possible shortage of stock.

At a time when the authorities are moving toward deregulating Japan's financial markets and removing business monopolies, it might seem strange that reviews of JSE's role in the stock market are not on the agenda.

However, Mr Kimura contends that increasing competition by setting up new securities finance companies would only create confusion. "Stock holders who lend us the stocks do so because they trust us. They will not lend their stocks to just anyone."

Under the LASC proposal, they would be required to look at the same maturity when the convertible bond is issued and when the convertible bond is converted.

The LASC's exposure draft on accounting for financial instruments suggests that convertible bond issues should be accounted for partly as debt and partly as equity - "split accounting".

At present, UK companies have issued convertible capital bonds, ranging from Sainsbury and Tesco to Blue Circle Industries, often account for the proceeds as near-equity. They argue that the bonds will be converted

into shares and that equity account for convertible bonds as near-equity would have to revise their balance sheet.

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## Slow catering sales limit Booker advance to 5%

*The many Irish companies approved for the International Financial Services Centre include: AIB, Bank of Ireland, Smurfit Paribas, GPA and Irish Life.*



## UK COMPANY NEWS

## Cookson tumbles 76% to £17m

By Roland Rudd

COOKSON, the industrial materials group, suffered a 76 per cent fall in pre-tax profits from £71.4m to £17m in the six months to June.

Mr Robert Malpas, chairman, said that against the background of recession and the effects of the Gulf war, together with last year's crisis, when the acquisition programme pushed gearing from 100 per cent, the results were "commendable".

After restating the 1990 figures to exclude the toxic and graphics businesses which were sold in the second half, turnover fell by 16 per cent from £806.6m to £679.6m. Group operating profit declined by 49 per cent from £71.4m to £17m.

Interest charges dropped to £14m from £23.5m. A write-off of £10m sharply reduced last year's debt of £635.4m to £535.4m. Shareholders' funds have increased from £417.9m to £514m.

Gearing, on a debt to equity basis, fell from 129 per cent to 85 per cent.

Mr Malpas said the strength of Cookson's balance sheet showed that it was no longer the "debt-ridden" company of last year.

Earnings per share, after adjusting for the rights issue, were 0.9p (11.1p).

The company's performance of an upturn in the performance of its businesses, particularly in the US and the Far East, is reflected in the maintained interim dividend of 3p. This will be paid by taking from reserves.

A rationalisation programme has led to the loss of 2,000 jobs, of which half were in the UK. Mr Richard Oster, group managing director, said he did not expect another "massive reduction" in the workforce.

The group's ceramics business were "not affected by the recession. In plastics, the specialist businesses in America have performed better."

**COMMENT**

Mr Malpas is right to claim that Cookson is no longer the "basket case" it was last year. But it is still not clear whether

it should be viewed as a recovery stock. The declaration of its profits should be against four encouraging signs: the unchanged dividend, a much stronger balance sheet, reduced fixed costs and evidence of an upturn in the US. A significant profit increase - which would also help offset surplus advance corporation tax of £2.8m - is unlikely until 1993. If operating margins are pushed up to about 10 per cent on expected sales of £1.5bn, Cookson should be making profits of about £150m within two years. This would put the shares at a prospective multiple of 11. It looks promising, but there are still a lot of

## NEWS DIGEST

## Calderburn falls £1.2m to £2.3m

CALDERBURN, the office furniture manufacturer, formed by the merger in July of Alan Cooper Holdings and Wyley, reported a fall, on a merged basis, from £3.52m to £2.3m in pre-tax profits for the half-year to June 30.

Turnover declined 11 per cent to £115.5m.

The company's earnings per share were 1.25p (2.52p) for the half-year.

## McInerney Homes into receivership

McInerney Homes, the 49 per cent-owned UK house builder,

McInerney Properties, the requested Barclays, its main banker in the UK, to appoint a receiver.

The action has been necessitated by the continuing recession in the housing market and the little expectation of recovery in the near future.

## S Daniels reverts to the red

McInerney's contribution from both its bakery ingredients business and its Irish offshoot led to a loss of £1.1m in the half-year to end-June.

The company's loss from last time's profit of £12,000 came on turnover ahead to £16.1m (£15.6m). The group incurred a loss of £70,000 in the last full year.

## Kingspan drops 12% to £1.5m

Taxable profits at Kingspan Group, the USM-quoted building materials company, dropped to £1.7m to £1.5m (£1.86m), in the six months to June 30.

Turnover advanced to £30.5m (£29.5m) and earnings slipped to 4.88p (5.72p) per share. The interim dividend is unchanged at 1p.

## Richards Group declines to £505,000

Richards Group, the specialist engineering, reported a 26 per cent contraction in interim profits.

The taxable outcome for the

six months to June 30 - was a turnover of £10.7m and a profit of £1.5m (£1.86m). After interest charges reduced from £178,000 to £48,000. A maintained interim dividend of 1.5p is payable from earnings of 4.88p.

## Readymix tumbles 25% to £1.76m

Readymix, the Dublin-based concrete and building materials group, suffered a 25 per cent decline in interim profits in the first half of 1991.

Profits fell to £1.76m (£1.59m), against turnover of £15.3m (£15.2m).

Earnings were down to 6.23p (8.23p) per share but the interim dividend is held at 0.85p.

## Clarke Foods set to acquire Lyons Maid

By Clay Harris

CLARKE FOODS is set to become Britain's second largest ice-cream manufacturer through its acquisition of Lyons Maid from Allied-Lyons, the brewing and food group.

The deal, announced in principle yesterday, is Mr Henry Clarke's biggest step yet towards achieving his ambition of creating a worldwide ice-cream company based in Britain.

In February, he transformed Yelverton Investments, the USM-traded investment company, into Clarke Foods through the purchase of three ice-cream plants from Hillsdown Holdings.

With annual sales of £54m, three Lyons Maid subsidiaries, Lyons Maid accounts for 15 per cent of the UK ice-cream market and has 1,500 UK outlets.

The combined group will rank second in Britain's Eye Weekly. The takeover subsidiary, Allied-Lyons will retain its existing Lyons Maid subsidiary. Lyons Maid's brand names will be included in the sale to Clarke.

The purchase price was not announced, and Mr Clarke said his company had not decided how the deal would be financed. An additional equity issue was required, the Clarke family intended to maintain its 33 per cent stake. Hillsdown will support the acquisition, but would not be drawn on whether it would maintain its 14.5 per cent stake.

Clarke shares were suspended at 54p pending completion of the deal, which is not expected until November.

## Wilson Bowden bucks sector trend with advance to £15.4m

By Andrew Taylor, Construction Correspondent

WILSON BOWDEN is one of the few housebuilders which will report an increase in profits during the first half of this year.

Yesterday the group announced pre-tax profits ahead of £15.2m to £15.4m for the half year to the end of June.

Earnings were dipped slightly from 14.5p to 13.6p after allowing for dilution resulting from the rights issue made earlier this year.

The interim dividend is increased from 2.4 to 2.5p.

This is the best result so far from a UK housebuilder in what is proving to be a dismal interim results season. George Wimpey, Britain's second biggest housebuilder, announced on Wednesday that it had made pre-tax profits of only £200,000 during the same period.

Wilson Bowden, which is strongly based in the Midlands

but also builds in southern and eastern England, increased housing profits by 11 per cent from £10.6m to £12m.

Profits from sales of commercial property slipped by a fifth from £1.1m to £0.8m.

Mr David Wilson, chairman and chief executive, said the group had sold 650 houses during the first half - 14 per cent more than during the first six months of 1990.

The housing market, however, had become more difficult since the spring. Whether the group would match the 1,983 homes sold last year would depend upon the pace of sales during the next eight weeks.

There is a hint that things might be picking up again. We have just had our bank weekend for three months - but that could just as easily disappear next weekend, said Mr Wilson.

He said the group had increased its purchases of land to prepare for the recovery

when it came. At the end of June the group had net cash of £10.4m compared with shareholders funds of £156m.

## COMMENT

Wilson Bowden has displayed its worth in the first half. Sales and margins are up in what has been described as the worst housing market for half a century. The secret of its success is its long land bank, currently standing at about 6,500 plots. Of this about a fifth was bought six or seven years ago at what remains very cheap prices. The group intends to use its financial strength to increase the number of plots it holds to more than 7,000. This would take net debt up to about £10m which would still leave gearing under 10 per cent. Profits, depending upon the next few weeks, could be between £28m and the £30m it earned last year. It remains a quality buy in a hard hit sector.

## Specialeyes returns to profits

By Peggy Hollinger

SPECIALEYES, the USM-quoted opticalician which had a loss of £1.1m in the six months to June 1, returned to profit of £201,000 compared to a loss of £2.7m.

A wide-ranging shake-up of operations - including the closure of loss-making outlets, a 50 per cent cut in stock value - was largely responsible for the improved performance.

"Our base is a lot stronger now than it was at the end of last year," said Mr Ian

an upturn in the recovery, we should certainly see a return to profit in the six months to June 1.

Turnover in the six weeks to June 1 increased only slightly to £14.8m (£14.2m). However, sales per outlet per week increased by 11 per cent.

Mr Ian said this was the result of an improved training programme, better service and new buying policies. An exceptional charge of £77,000 (£1.68m) was due to store opening and closing costs during the year. 14 outlets - most of them

in department stores - were closed and a further five opened in high street locations. More closures are planned.

The group, which has 66 outlets in the UK, plans to focus increasingly on the high street. Mr Andrew Noble, chairman, said the recession had resulted in good opportunities to acquire prime sites.

Earnings per share emerged at 17.18p against 17.18p. Fully-diluted earnings, taking into account executive and employee share options, were 1.96p. No dividend is declared.

## City &amp; Commercial

Net asset value per capital share of City Commercial Investment Trust, administered by Invesco M&A, fell to £18.36p at July 30, against £18.36p a year earlier.

Net revenue for the six months amounted to £1m (£1.1m) for earnings of 4.34p (£4.34p) per income share.

There is a full distribution of dividends to shareholders.

## Emess completes RSG sale programme

By Clay Harris

EMESS, the lighting and electrical accessories company, is to sell Imperial Graphics Group to Kolon Industries, a South Korean textiles manufacturer. Emess will receive 27m shares and will assume £1m in debt.

The deal completes Emess's piecemeal disposal of Royal

Sovereign Group, a graphics and stationery company, of which it took full control in January 1990. Full control with a book value of £15m has been sold for a total of £17m. The business is being sold also contributed £1.2m in pre-tax profits in 1990.

Mr Michael Mervin, chairman and chief executive, said most of the proceeds would be used to invest in France and Germany, although gearing would still be 11 per cent by the year-end.

All Emess subsidiaries in the US company were achieving double-digit operating margins.

## SUN ALLIANCE

## INTERIM STATEMENT

The estimated results for the six months ended 30th June, 1991 are set out below with the comparative figures for 1990.

	6 months to 30th June 1991 (unaudited)	6 months to 30th June 1990 (unaudited)	Year 1990 (audited)
<b>Premium income-</b>			
General insurance	1,425.7	1,337.9	2,512.7
Long-term insurance	444.7	411.8	861.2
	<b>1,870.4</b>	<b>1,749.7</b>	<b>3,373.9</b>
<b>General insurance underwriting result</b>	<b>(101.1)</b>	<b>(314.9)</b>	<b>(550.8)</b>
Long-term insurance profits	8.0	23.1	47.7
Investment and other income	178.1	172.3	322.2
<b>Profit/(loss) before taxation</b>	<b>(114.1)</b>	<b>(119.0)</b>	<b>(180.9)</b>
Taxation	(11.0)	(12.0)	(82.5)
<b>Profit/(loss) after taxation</b>	<b>(103.1)</b>	<b>(107.0)</b>	<b>(98.4)</b>
Minority interests	8.8	5.4	7.8
<b>Profit/(loss) attributable to Shareholders</b>	<b>(107.9)</b>	<b>(112.4)</b>	<b>(106.2)</b>
<b>Earnings/(loss) per share</b>	<b>(13.5p)</b>	<b>(14.2p)</b>	<b>(13.4p)</b>

## TERRITORIAL ANALYSIS OF GENERAL INSURANCE

	6 months to 30th June 1991		6 months to 30th June 1990		Year 1990	
	Premium income £m	Under- writing result £m	Premium income £m	Under- writing result £m	Premium income £m	Under- writing result £m
UK	873.4	(243.4)	1,631.4	(263.0)	1,631.4	(461.3)
Europe	231.7	(41.1)	209.0	(34.1)	378.9	(53.1)
USA	101.1	0.3	125.8	(1.0)	230.2	(0.8)
Canada	39.0	(7.2)	31.7	(2.7)	61.0	(7.3)
Australia	59.7	(8.3)	54.5	(10.0)	101.7	(16.1)
Other overseas	79.6	(5.5)	57.3	(4.1)	101.1	(12.2)
	1,425.7	(305.2)	1,337.9	(314.9)	2,512.7	(550.8)

## DIVIDEND

The Directors have declared an interim dividend for 1991 of 5.25p per share - an increase of 1% on the interim of 5.0p per share in 1990.

The dividend, costing £41.8m (1990: £39.6m), will be paid on 2nd December, 1991 to shareholders on the register at close of business on 4th October, 1991. The scrip dividend alternative will again be offered.

## SHAREHOLDERS' FUNDS

The Group's net assets at 30th June, 1991, excluding the value of long-term business, were estimated at £2.130m (31.12.90: £2,034m). The solvency margin was 80% (31.12.90: 81%).

5th September, 1991

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## UK COMPANY NEWS

## Burmah Castrol dips 9% to £72m

By Jane Foller

THE GULF crisis, adverse currency movements and the cost of financing the £250m acquisition of Poseco reduced pre-tax profit at Burmah Castrol, the lubricants, chemicals and fuels group, by 9 per cent from £79.2m to £72.2m in the first half of the year.

Mr Lawrence Urquhart, chairman, said the Gulf crisis had dampened activity and caused stockpiling of lubricants in late 1990. "The first quarter was the worst in my 14 years with the company."

Trading profit rose to £36.5m (£31.5m), affected by a 25m adverse currency cost. Interest paid, amounted to £24.3m (£12.3m). Turnover was £1.16bn, nearly 40 per cent up on the corresponding period.

Burmah bought Poseco, the specialty chemicals and abrasives producer, in December. It contributed £15.3m to trading profit and £20.9m to sales.

Mr Urquhart said that because the associated interest costs were more than £18m, the net effect was to knock £2.7m off pre-tax profit.

The Poseco acquisition also had an adverse effect on the tax rate, which rose to 47 per

cent (50 per cent). UK borrowings had bought overseas earnings and low UK pre-tax profit had led to a high ACT write-off. The transfer of overseas would be the problem.

The chemicals side increased trading profit to £21.4m (£7.5m). Poseco's metallurgical chemicals had been established as a division, while Foster merged with existing construction and mining chemicals operation.

Abrasives, diamond products and UK industrial, representing £150m annual turnover and £75m net assets - turned over a quarter and a third of the acquisition - was up for sale.

In lubricants, trading profit slipped to £21.1m (£20.3m), although Castrol was 1 per cent ahead on constant exchange rates.

Profits in sales fell to £11.1m (£11.1m), as UK drivers and on petrol consumption in the UK and the petrol market property market dried up.

Disposals included shipping investments in £4.3m (£4.3m).

Gearing rose to 100 per cent at the year-end to 90



Lawrence Urquhart: first quarter the worst in 14 years

per cent, or 71 per cent including overseas bonds as well.

Earnings per share fell 25 per cent to 17.8p (24.7p). The interim dividend is maintained at 8.5p.

See Lex

## Struggle for control at Aberfoyle intensifies

By Joel Kibazo

THE two-year battle for control at Aberfoyle Holdings, the agriculture, textiles, security products and services group, intensified yesterday when a group of shareholders called for the board to be replaced.

The group represents about 10 per cent of shareholders, including Crescent Africa, a private company with a 26 per cent stake. Mr Kojo Owusu-Nyamekyi, its chairman, called for the board's removal two years ago.

The aggrieved shareholders are calling for an extraordinary meeting. They have "increasingly concerned" by the failure of management to develop its biggest investment, the Mwenzi development project in Zimbabwe to produce palm oil.

They also pointed to the postponement of the 1990 results, which Aberfoyle said would be announced following the conclusion of its medium-term financing.

The group proposed that Mr Ian Coates, chairman, be replaced by Mr Peter Gadsden, chairman of Private Patients Plan, and Mr B Gill, managing director, be replaced by Mr Barry Trowbridge, who previously ran a waste management business. Mr Owusu-Nyamekyi would also join the board but the group would not Mr P. Wilks, finance director, to remain.

Mr Trowbridge said: "The shareholders have run out of ideas. There have been no dividend payments for many years and all the shareholders have been getting in excuses. The postponement of the results was the final straw."

## Provident Financial shows slight improvement to £10.6m

By David Barchard

PROVIDENT FINANCIAL, the personal loan and consumer finance group, made pre-tax profits of £10.6m in the six months to June 1991, slightly up on the £10.1m reported in the comparable period.

Turnover rose by 13 per cent, from £145.2m to £164.2m. Weekly collected credit activities were £10.1m against £7.4m, but monthly collected credit, which broke even last year, incurred a loss of £1.1m. Insurance profits fell from

£3.9m to £2.1m. Central Finance rose from £1.4m to £1.7m.

Among the group's subsidiaries, the weekly collected credit business of Provident Personal Credit achieved an excellent result and improved its margins.

Reorganisation at the HT Greenwood weekly credit company was proving better than anticipated while Lawson Fisher had introduced new technology into its branch network.

Peoples Bank and Peoples Motor Finance, the motor hire purchase operations, performed disappointingly.

Earnings per share rose 14.37p (13.45p) and the interim dividend is increased by 0.5p to 8.5p.

Sir Timothy Kitson, chairman, said that the result was good when taken in the context of a difficult economic climate.

The share moved 4p to 468p.

## Bristol &amp; West climbs 21%

By David Barchard

BRISTOL & WEST, the 10th largest UK building society, yesterday announced a 21 per cent increase in pre-tax profits to £2.1m, the first half of 1991, adjusting for the 110-branch Hamptons estate chain acquired in September 1990.

Assets of the society grew to £1.1bn, up 21 per cent.

"These results demonstrate, once again, that Bristol & West is a strong, profitable and fast-growing financial business," said Mr Tony FitzSimons, managing director.

"They show that we are on course for our planned financial results for 1991," he added. Mortgage lending rose from £5.5bn a year to £4.9bn, while deposits were up from £3.4bn to £4.3bn.

Mr FitzSimons said that Hamptons had incurred a small loss during the first half but it was trading profitably.

Provisions against possible losses and advances during the first half of this year were £2.2m.

## Harland &amp; Wolff makes initial £6.6m

By our Belfast Correspondent

HARLAND & WOLFF, the Belfast shipbuilder, made a profit on trading operations for the first time since privatisation, according to figures announced yesterday.

In the six months to June 30 it made pre-tax profits of £6.6m on turnover of £100.1m. Half of the profit - £3.3m - was

attributable to interest on cash reserves held by the company. An interim dividend of 3.5p is being paid.

The figures showed that Harland & Wolff made a profit of £400,000 on its shipbuilding, ship repair and ancillary services operations. Last week Harland & Wolff had signed

contracts to build six new bulk carriers designed to its own specification. It is the single largest merchant shipping order ever placed in a UK shipyard.

Mr John Parker, chairman and chief executive, said the results were encouraging.

## British Dredging falls 55%

BRITISH DREDGING blamed the worse-than-expected recession in the building industry for a 55 per cent fall in interim pre-tax profit from £1.8m to £750,000.

Mr Fane Vernon, chairman, said there was little sign of an improvement before next year.

Turnover for the first half of 1991 was unchanged at £16.1m. Earnings per share came out at 2.86p (6.25p) but the interim dividend is maintained at 2.6p.

## Sharp rise at British-Borneo

Announcing pre-tax profits up from £705,000 to £1.65m for the six months to June 30, Mr Alan Geynor, managing director of British-Borneo Petroleum Syndicate, said the company had participated in 23 exploration wells in the Gulf of Mexico, of which 11 had encountered producible hydrocarbons.

Oil and gas production achieved sales of £1.12m, against £1.05m with profit on dealing activities and investment income increased to £1.85m (£1.85m). There is a maintained equivalent interim dividend of 2.66p from earnings of 2.86p (2.86p).

## Ex-Lands almost wipes out losses

Ex-Lands, the security investment group which owns and deals in real estate, reported a

sharply reduced loss for the year to June 30.

At the pre-tax level the deficit was £2.1m after exceptional costs of £63,000 in connection with acquisition. This compared with a loss of £689,000 before similar charges included as extraordinary items of £245,000 in the previous year.

After exceptional costs and a tax credit of £39,000 (£11,000), earnings came out at 0.06p (0.06p) loss. There is no dividend - the last payment was 0.4p for 1989 - but proposals will be put to shareholders at the annual meeting to enable payment of future dividends.

## Reece returns to the dividend list

Reece, the fastener supplier, uPVC door manufacturer and cycle components distributor, previously known as Cycle, reported pre-tax profits of £540,000 for the six months to June 30. An interim dividend of 0.1p is declared, the first for a number of years.

The previous first half saw losses of £138,000, but the outcome for the full 15 months period in December 31 1990 was £415,000 profit.

Turnover in the period under review rose to £8.93m (£2.44m), mainly as a result of acquisition.

Earnings worked through at 0.23p per share (losses 0.23p).

## Porvair moves ahead 11.5% to £670,000

Porvair, the USM-quoted microporous plastics specialist, reported an increase of 12 per cent to £670,000 in pre-tax profit

for the six months to May 31 on turnover ahead from £7.65m to £7.7m.

Mr John Morgan, chairman and chief executive, said the results reflected the sale of higher margin products and improved production efficiencies.

After a tax charge of £165,000 (£4,000), earnings fell to 4.2p (4.5p) but the interim dividend is increased from 1p to 1.1p.

## JMD reduces its deficit to £67,000

JMD Group, the USM-quoted greetings cards and

merchandise of novelty products, reduced losses from £274,000 to £27,000 in the first half on sales down 6 per cent to £1.15m. The previous 12 months saw losses of £1.1m.

Mr Richard Beecham, managing director, said Downpace, the main trading subsidiary, had enjoyed reasonable trading in the six months to June 30. In the second half, traditionally the stronger period, a significant contribution was expected from products featuring the European Union flag.

Turnover per share on continuing activities came through at 0.33p (0.33p).

## Xtra-vision in the black with £0.7m

A better performance in its domestic business put Xtra-vision back into profit in the first half to July 31.

The Dublin-based video rental company achieved taxable profits of £2708,000 (£243,600), against losses of £2.4m previously, under its new management when

## As resilient as BTR



## 1991 Half Year Results

	First half 1991	First half 1990*
Sales	£3,228m	£3,324m
Profit before tax	£512m	£506m
Earnings per share	17.4p	16.7p
Dividend per share	7.5p	7.0p

\*1990 figures have been restated to 1991 half year average exchange rates.

BTR

FOR YOUR COPY OF BTR'S 1991 INTERIM ACCOUNTS WRITE TO BTR plc, SILVERTOWN HOUSE, VINCEY SQUARE, LONDON SW1P 1TE. TELEPHONE: 071-834 3848

## WILSON Bowden plc

## EXTRACTS FROM THE CHAIRMAN'S INTERIM STATEMENT

For the six months ended 30th June 1991

		Unaudited months ended 30th June	Audited Year ended 31st December	
		1991	1990	1990
Turnover	£ million	65.4	63.0	129.1
Profit before Tax	£ million	15.4	15.2	30.1
Earnings per Share	pence	13.6	14.5	28.6
Dividend per Share	pence	2.5	2.4	8.3

The results for the first half of 1991 are highly satisfactory. Judged against the extremely difficult conditions prevailing in the housing and property development markets this performance reflects the quality of the Group's management.

In housebuilding confidence, which appeared to be improving in the first quarter, decreased noticeably in the second quarter, despite the downward trend of interest rates, and market conditions remain very difficult.

David Wilson  
Chairman and Chief Executive

WILSON Bowden Properties

DAVID WILSON HOMES

\*The earnings per share in 1990 have been adjusted to the figures used in March 1991.

Copies of the Interim Statement can be obtained from the Company Secretary, Wilson Bowden plc, Leicester Road, Hothel, Leicester LE10 1HP. Telephone 0533 603000.







LONDON STOCK EXCHANGE

Outlook clouded by political factors

By Terry Byland, UK Stock Market Editor

FURTHER consideration overnight of the latest cut in domestic base rates failed yesterday to ignite a UK stock market unshuffled by suggestions that share prices might have overruled themselves for the present. Hints of the impending publication of an opinion poll indicating substantially increased support for the Conservative government helped share prices to steady towards the close of trading.

After moving narrowly around overnight levels, the FTSE 100 closed last night at 2,688.3, with the fall of 1.3 on the day reflecting mixed fortunes for the blue chip stocks. The FTSE 100's trading volume showed only a modest fall at 57.9m shares against 57.7m in the previous session, but traders said that the balance had

and Glaxo which has moved erratically recently and is now seen as offering a buying opportunity. Much of the attention focused around the day's list of company profits news, although in the event there were few surprises on this front. Sun Alliance's steady following its dividend and profit statement but other insurance stocks were uncertain. Reports, late in the day, of staff layoffs at a leading insurance company.

The possibility of a UK general election in November, prompted by the latest in domestic interest rates and the prospect of a further half point cut very much provided a fresh focus for uncertainty. "We are now in for a

rumour about impending opinion poll readings," commented one leading analyst. Some securities firms yesterday dusted off their forecasts of the likely effects on the market of a Conservative or Labour party victory in the next UK election. There was no confirmation of an opinion poll result favouring the governing Conservative party.

Mr. Harnett of County NatWest, noting that the lacklustre market to this date, said that the market was "well up with the good news," held in its hands. A Footsie at 2,700 will prove a high hurdle for the near term.

There were few sellers in the market yesterday and equity analysts hesitated to suggest that the bull phase in equities was over just yet. Kleinwort Benson Securities, Mr. Simon Williams pointed out that companies have largely protected dividend growth during the recession in the UK economy. Kleinwort Benson remains confident that the Footsie Index will achieve its firm's 12-month target of 3,000, which, he believes, could be attained by the end of the year.

Switch boosts Glaxo

GLAXO, which is expected to report healthy full-year profits next Thursday, bucked the steepest trend of international stocks yesterday by recording a rise of 20 at 126p. The market's attention was attracted by a slightly higher analysis from the research house, Lehman Brothers, which apparently prompted a switch by institutions from Rothmans, down 16 at 107p.

Lehman had sent out a 470-page review of the world drug industry which looked at 140 companies. The review concluded that by the year 2000, Glaxo would be one of the four companies to market the most significant drugs. The broker was modest about the note, arguing it "merely confirms that Glaxo is one of the most innovative drug companies".

However, the sharp rise in the shares was fuelled by a report from Reuters' wire service yesterday, which said Glaxo would be one of the "biggest winners in the race to develop blockbuster drugs by the year 2000". The report describes blockbuster drugs as those with global sales of more than \$500m (\$250m) a year.

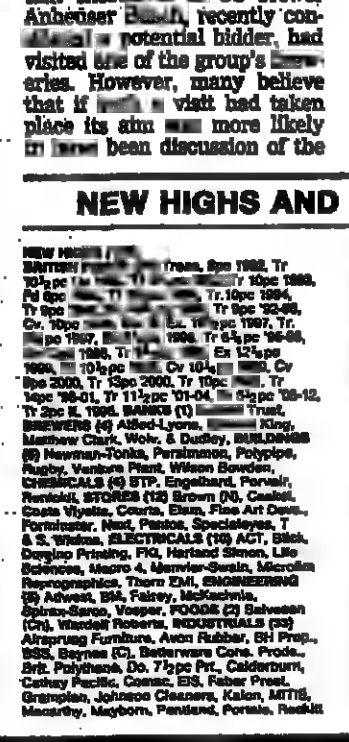
Glaxo's shares were also boosted by a report from the company's analysts that the firm's sales in the UK had risen by 10 per cent in the first half of the year. The analysts also noted that the company's sales in the US had risen by 15 per cent in the same period.

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FT-A All-Share Index



Equity Shares Traded



NEW HIGHS AND LOWS FOR 1991

Company	High	Low
Admiral	100.00	95.00
Admiral	100.00	95.00
Admiral	100.00	95.00
Admiral	100.00	95.00
Admiral	100.00	95.00

APPOINTMENTS

Mr. Greig was chairman of the Birmingham Stock Exchange in 1975 and of the Midlands and Western Stock Exchange in the 1979-80 period. He was also a member of the London Stock Exchange Council from 1985 to 1988 and chairman of the Regional Council.

Chief for Allied Dunbar

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TRADING VOLUME IN MAJOR STOCKS

Company	Volume	Price	Change
Admiral	100.00	95.00	0.00
Admiral	100.00	95.00	0.00
Admiral	100.00	95.00	0.00
Admiral	100.00	95.00	0.00
Admiral	100.00	95.00	0.00

EQUITY FUTURES AND OPTIONS TRADING

A PROGRAMME trade was executed in the options market yesterday for the first time in almost three years, raising hopes that investor interest is beginning to stir in the depressed traded options market, writes Jim McCallum.

MARKET REPORTERS

Mr. John, Mr. Kibaze, Jim McCallum, Steve Thompson.

LONDON SHARE SERVICE

Company	Price	Change
Admiral	100.00	95.00
Admiral	100.00	95.00
Admiral	100.00	95.00
Admiral	100.00	95.00
Admiral	100.00	95.00

U.S. \$125,000,000

GREAT LAKES FEDERAL BANKING

Collateralized Floating Rate Notes

Due December 1997

DONG AH CONSTRUCTION INDUSTRIAL CO., LTD

US \$ 100,000,000

FLOATING RATE NOTES 1997

FullerMoney

Investment Letter by David Fuller

of Chartwell Ltd

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Continued on next page



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10. 11. 2011







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**NASDAQ NATIONAL MARKET**[illegible][illegible]

## 3:00 pm prices September 5

[illegible]

## PERSONAL COMPUTERS & PC SOFTWARE

The FT proposes to publish this survey on **17 September 1991**. 64% of FT businessmen readers have decision making responsibility for computers. If you want to reach this important audience, call Andy Barrons on 071 873 3201 or fax 071 873 3062.

## FT SURVEYS

*Data Source: BMRC Businessman Survey 1990.*



## AMERICA

## Trading subdued in anticipation of jobs data

## Wall Street

TRADING WAS subdued for a second day on Wall Street yesterday, as the market continued to wait for today's employment figures for August which should give more evidence of the state of the US economy, writes Karen Zagor in New York.

At 1.30 pm, the Dow Jones Industrial Average was down 2.89 at 3,005.81 in moderate volume, while the Standard & Poor's 500 was off 0.58 at 389.39 at 1 pm. Declining issues led advancing stocks by a ratio of four to three. On Wednesday, the Dow fell 9.17 to 3,008.50.

Among featured issues, IBP

tumbled 22 1/2% to \$18 1/2% in active trading after Occidental Petroleum said that it would sell its 51 per cent stake in the company in the form of a rights offering that will allow holders to buy IBP shares for \$15 apiece. Shares in Occidental eased 1 1/2% to \$24 1/2%.

## ASIA PACIFIC

## Volume climbs to 450m shares as rates fall

## Tokyo

LOWER short-term interest rates and the higher yen supported share prices yesterday, with volume rising above 400m shares for the first time. For nearly two months, writes Emiko Terazono in Tokyo.

The Nikkei average gained 96.96 at 22,499.65, after a day's high of 22,620.64 and a low of 22,369.67. Volume grew from 350m to 450m shares in activity by foreign investors, arbitrageurs and individuals. Institutional investors were also seen cross-trading to secure profits ahead of the September book closing.

Advances outnumbered declines by 625 to 330, with 161 issues remaining unchanged. The Topix index of all first section stocks put on 9.70 to 1,749.39, and in London the ISE/Nikkei 50 index improved 6.48 to 1,332.24.

Lower short-term interest rates encouraged hopes of an imminent discount rate cut.

The overnight call rate, which fell from 7.5 to 7.34 per cent on Wednesday, hovered around 7.25 per cent throughout the day. Traders said this con-

underwriter for the company's initial public offering in June, is concerned about flat sales.

Aydin dropped \$2 to \$23 1/2. A \$500,000 offering was priced at \$23 1/2.

Browning Ferris, the second biggest US waste management company whose stock has been hit by its gloomy fourth quarter earnings projections, recouped some of its recent losses, adding \$1 to \$31 1/2.

Waste Management, however, eased \$1 to \$37.

Among active blue chips, PepsiCo fell \$1 1/2 to \$30 and Boeing climbed \$1 1/2 to \$51 1/2.

In secondary markets, the Nasdaq composite was 1.28 lower at 518.64 at mid-session. Centocor and Xoma led trading for a second day. Centocor surged \$4 to \$45 in the wake of a Food and Drug Administration advisory panel meeting on Wednesday, which recommended approval of Centocor's anti-bacterial drug.

Xoma, which hopes for approval of a competing product, added \$4 to \$15 1/2 after dropping \$1 1/2 a day earlier on news that the panel was not ready to recommend its drug.

Quiksilver, a California sportswear company, slid another \$1 to \$11 after dropping \$1 on Wednesday. The retailer warned that fourth quarter net income could be as much as \$1 per cent below last year's levels, thanks to the soft retail environment and other factors.

## Canada

THE TORONTO composite index was stuck in a narrow, four-point trading range by mid-session yesterday.

The index fell 1.5 to 3,486.4, after fluctuating between 3,482.27 and 3,486.30. Declines led advances by 208 to 164 in volume of 11.8m shares valued at \$141.2m.

Seagram recovered C\$4 to C\$12 1/2 after tumbling C\$3 1/2 following disappointing second quarter earnings on Wednesday. Canadian Imperial Bank of Commerce rose C\$1 to C\$32 1/2 although its third quarter earnings eased from \$7 to 96 cents per share.

## Europe

## Frankfurt seeks excitement in steels and 'critical mass'

BOURSES MARKED time yesterday, although Wall Street's opening rise helped some of the late-closers to end at their best levels of the day.

FRANKFURT virtually stood still, the FAZ index losing 0.35 to 681.57 at mid-session and the DAX 0.71 to 1,647.17 at the close. Volume rose from DM2.7bn to a still-derisory DM2.9bn.

Wednesday's news that the IG Metall union is to seek a 10 per cent wage rise for Volkswagen workers - after the 10.5 per cent claim on which negotiations began with insurance companies this week - did not seem to hurt VW, which rose 20 pps to DM336.50.

However, Mr James Cornish, a strategist with County NatWest, said that the VW claim could be more successful than some, given the launch of the new Golf model. He added that there were signs that the German economy is not growing as feebly as some economists had expected in the second half

of 1991, and that there could be trouble with the Bundesbank this autumn, given its rise of only 25 basis points in the Lombard rate in August.

There was a flurry in steels, as Hoesch rose DM7.80 to DM300.30 and speculators turned their attention to Klockner-Werke, rather than the UK's British Steel, as a possible marriage partner.

K.W., too, showed an increase, closing DM33.30 higher at DM148.50. Traders justified this by saying that a merged group would have more critical mass, raising the spectres of 'industrial logic', which afflicted British industrial politics in the 1980s, and 'synergy', which held sway 20 years later.

All this was so exciting that Presswerk, which owns the Sals gitter steel operation, rose DM6.50 to DM309 and Thyssen added DM2.30 to DM238.30. Another speculative favourite, Tyrmaker Continental, put on DM2.60 to DM225.90 for a three-day gain of DM10.80.

FARIS concentrated on cor-

porate results and forecasts, as the CAC 40 index added 7.85 to close at the day's high of 1,866.97. Turnover was fairly heavy, rising from FF1.9bn to about FF2.2bn. The total included FF580m worth of trading in LVMH as it went ex a one-for-10 scrip issue.

Oil refiners were boosted by Wednesday's first-half figures from Total. The total share price rose FF46 or 5.4 per cent to FF184 in the day's second highest turnover of FF151m. BP France gained FF9 or 8 per cent to FF121 and Esso added FF32 or 5.4 per cent to FF765.

Fives Lille jumped FF30 or 11.3 per cent to FF284 on

unusually strong volume of 109,850 shares, after the holding company forecast 1991 profits of FF160m rising to FF250m in 1994, following its loss of FF236m in 1990.

Michelin, the tyre maker, was also firm, rising FF6 to FF124.90 in 345,366 shares. AMSTERDAM closed at its session high in moderate trading, with the CBE tendency index up 0.7 to 92.5.

Ahold, the retailer, gained FF1.60 or 3.3 per cent to FF48.50, after it announced a 10 per cent rise in second-quarter net profits.

Internationale Nederlanden, the newly merged banking and

insurance group, rose 60 cents to FF49.30 before it announced first-half net profits at the top end of analysts' forecasts.

MILAN was flat, the Comit index easing 1.32 to 355.25 as stockbrokers said that settlement of the August trading account, already delayed by one week owing to Milan's latest stock trading scandal, will now take place next week.

Banks settled back as buying interest dried up. BCI falling 1.70 to L4,800 and Credito Italiano L41 to L2,640. Fiat lost L47 to L5,638, while Italian car sales rose in July and August. Fiat's share of the market fell from 45.3 to 38.3 per cent last month, against 46.6 per cent in August 1990.

ZURICH was sluggish, although a first-half operating loss of around SF200m at Oerlikon-Bührle left the arms and engineering group SF77 lower at SF405. The Credit Suisse index rose 0.2 to 534.9.

STOCKHOLM edged higher on foreign blue-chip buying. The Affärsvärlden General

index added 3.5 to 1,065.0. Turnover grew from SKr382m to SKr579m, boosted by a SKr179m deal in Volvo B shares, which rose SKr5 to SKr55.

MADRID was barely changed, as the general index slipped 0.27 to 274.35 in light turnover of about Ptas9m.

VIENNA stayed firm on foreign buying, the ATX 18-share index rising another 18.96 to 1,143.97. OMV, the state-controlled oil group, rose Sch21 to Sch1,032 on a 29 per cent rise in first-half profits.

ISTANBUL dropped 3 per cent, with the 75-share index down 33.13 to 2,987.52.

SOUTH AFRICA

GOLD SHARES slipped in Johannesburg after Wednesday's sharp gain. A flat bullion price pushed the all-gold index down 14 to 1,154. The industrial index, however, added 15 to 4,135, leaving the all-share only 7 lower at 3,355.

## French drug sector perks up on reform proposals

The rise has surprised some analysts, who expect any benefits to be long term, writes William Dawkins

FRENCH DRUG company shares received a tonic recently from government plans to reform pharmaceutical policy.

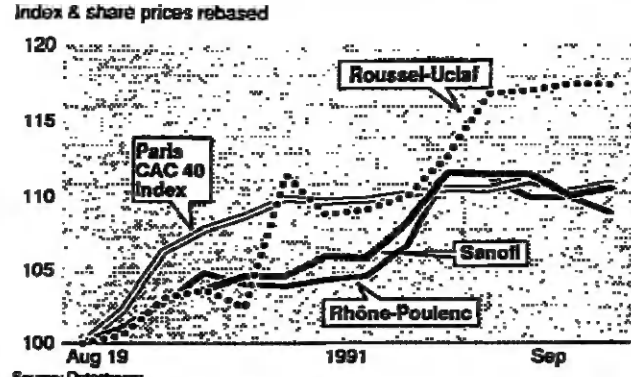
If adopted, the plans, which were drawn up by Mr Bruno Durieux, the health minister, and Mr Jean-Louis Bianco, social affairs minister, will lead to a rise in drug prices, curb drug makers' publicity budgets and encourage them to spend more on research and development (R&D).

The broad aim is to encourage the French pharmaceutical industry - which is still more dependent on its home market than are its main counterparts - to be more competitive internationally. It also aims to limit domestic drug consumption, which is among the highest per person in the world.

General outlines were discussed at a cabinet meeting at the end of last month. Details are due to be settled at next week's cabinet session for presentation to parliament in October, so that they can take effect next year.

The proposals received an

Index & share prices rebounded



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## FT-SE Eurotrack 100 - Sep 5

Hourly changes							
Open	10 am	11 am	Noon	1 pm	2 pm	3 pm	Close
1124.64	1124.57	1125.63	1125.42	1126.17	1126.70	1127.16	1126.92
Day's High			1127.48	Day's Low		1124.50	
Sep 4	Sep 3	Sep 2	Aug 30	Aug 29			
1125.48	1128.91	1126.81	1125.84	1124.82			

Base value 100 (20/10/90)

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